

Q1. Briefly explain different functions of management.

Planning

Planning is the function that determines in advance what should be done. It is looking ahead and preparing for the future. In other words, it is the determination of what is to be done, how and where it is to be done, who is to do it and how results are to be evaluated.

Organising

To organise a business is to provide it with everything useful to its functioning: personnel, raw materials, tools, capital. All this may be divided into two main sections, the human organisation and the material organisation. Once managers have established objectives and developed plans to achieve them.

Staffing

Staffing may also be considered an important function involved in building the human organisation. In staffing, the manager attempts to find the right person for each job.

Controlling

The manager must ensure that performance occurs in conformity with the plans adopted, the instructions issued and the principles established. Establishing standards of performance . Measuring current performance and comparing it against the established standards. Taking action to correct any performance that does not meet those standards

Q2. What are the implications of cultural differences on management in international operations.

Are Management Principles Culture-bound? Some people argue that the principles of management do not have universal application and that their applicability varies according to culture. This is not correct, for these people do not distinguish carefully between management theory and management practice. Several researches¹⁹ have shown that although different cultures may give rise to different management practices or techniques, management theory, concepts and principles remain the same everywhere. A classic study is that of Harbison and Myers who studied management practices in 23 countries and concluded that management did not differ fundamentally from country to country. The same is true even in the field of natural sciences. For example, one may come across automobiles of different designs to suit different topographical conditions but the physical science principles governing all the designs may be the same.

Q3. What are the three levels of management? Briefly explain their functions.

All managers perform certain decision-making and managerial roles as part of their job. However, the efficiency with which each role is performed depends on the management position. The time and effort spent on managerial functions like planning, directing, and controlling differ across the levels of management. These functions vary at each level as discussed below:

1. Top-Level Management:

Top-level management is responsible for overseeing the entire organization. They hold overall responsibility for managing the firm. Their role involves making organizational decisions with long-term implications for the survival and growth of the business. They set new directions for the organization, often in response to the changing external environment. Top-level managers spend more time on directing and less time on controlling. They deal with unstructured problems and issues for which no best solution is available. They create policies and guidelines for resolving these issues, converting unstructured problems into structured problems.

Top-level management is accountable to the owners of the organization, such as investors and the board of directors. Positions such as CEO, President, Vice President, Managing Director, and Chief Executive Officer are examples of top-level management roles.

2. Middle Management:

Middle management receives goals and directions from top-level management and acts as a link to first-line management. They are responsible for distributing these goals and organizing work to achieve them. Middle managers divide their time equally between planning, organizing, and controlling. They focus on near-term goals and implement strategies to achieve the long-term objectives set by top-level management.

Middle management typically deals with semi-structured and structured problems. Positions like regional heads, divisional heads, project leaders, and department managers are part of middle management.

3. First-Line Management:

First-line managers operate directly with both managerial and non-managerial employees. They are the link between management and the workers, ensuring that organizational goals set by higher management are executed effectively. Their primary responsibility is to implement the plans and goals provided by middle management.

First-line managers spend more time on controlling and less time on planning. They focus on the day-to-day operations of the organization, such as the production of goods and the delivery of services. They are also responsible for motivating employees, ensuring compliance with rules and regulations, and enforcing safety and health measures. First-line managers handle structured problems and resolve them by applying established guidelines and policies set by higher management.

Positions such as supervisors, line managers, operations managers, and shift managers fall under first-line management.

Q4. Ashutosh was working in 'Axe Ltd', a company manufacturing air purifiers. He found that the profits has started declining from the last six months. Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline.

(a) Identify the level of management at which Ashutosh was working.

(b) State three other functions being performed by Ashutosh.

(a) Identify the level of management at which Ashutosh was working:

Ashutosh is analyzing the business environment to identify the reasons for the decline in profits. This task of analyzing business performance, identifying issues, and considering long-term implications typically falls under **Middle Management**. Middle managers are responsible for interpreting the goals and directions set by top management and linking them to operational strategies while dealing with semi-structured problems and making adjustments to improve performance.

(b) State three other functions being performed by Ashutosh:

1. **Analyzing Business Environment:** Ashutosh is examining the external and internal factors affecting the company's profits. This involves understanding market conditions, customer demand, competition, and other business environment factors. This function aligns with **monitoring and evaluating performance**.
2. **Problem Identification and Solution Development:** Ashutosh has identified the decline in profits, which indicates he is diagnosing the cause of the problem and will work towards developing strategies to address it. This involves **problem-solving** and taking corrective actions to improve the company's profitability.
3. **Linking Top and First-Line Management:** As part of middle management, Ashutosh is likely to communicate the results of his analysis to both top management for strategic decisions and first-line management for the implementation of corrective measures. This involves **communication and coordination** between various levels of the organization.

These three functions show Ashutosh's role in understanding, analyzing, and addressing business challenges at the middle management level.