

Unit 1

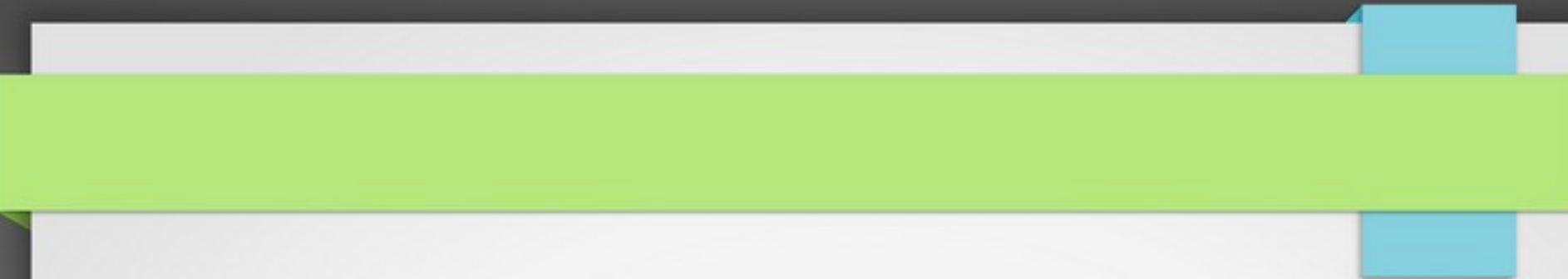
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What is Management

- Management is the process of planning and organising the resources and activities of a business to achieve specific goals in the most effective and efficient manner possible.
- Efficiency in management refers to the completion of tasks correctly and at minimal costs.
- Effectiveness in management relates to the completion of tasks within specific timelines to yield tangible results.

Definition of Management

- Many management thinkers have defined management in their own ways. For example, Van Fleet and Peterson define management, **‘as a set of activities directed at the efficient and effective utilization of resources in the pursuit of one or more goals.’**
- Megginson, Mosley, and Pietri define management as **‘working with human, financial and physical resources to achieve organizational objectives by performing the planning, organizing, leading and controlling functions’.**

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- Kreitner's definition of management: **'Management is a problem-solving process of effectively achieving organizational objectives through the efficient use of scarce resources in a changing environment.'**
 - According to F.W. Taylor, **' Management is an art of knowing what to do when to do and see that it is done in the best and cheapest way '.**
 - According to Harold Koontz, **'Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals.'**

Importance of Management

- **Helps in achieving group goals:** Effective management gives a common direction to individual efforts and guides them towards achieving the overall goals of an organisation.
- **Increases efficiency:** Efficiency reduces costs and increases productivity in all spheres of an organisation's work.
- **Creates a dynamic organisation:** Management helps its personnel in adapting to change so that the organisation continues to maintain its competitive edge. How well an organisation can respond and adapt to change can mean the difference between its success and failure.

Importance of Management

- **Helps in achieving personal objectives:** Effective management fosters team spirit, cooperation and commitment to achieve the organisational goals as a group, which helps each team member achieve their personal objectives.

Levels of Management

- 1. Top management
- Typically, the senior-most executives in a company are the chairman, chief executive officer, chief operating officer, president and vice-president. Their role lies in integrating diverse components of the company and coordinating activities of different departments. They also analyse the business environment and its implications to formulate goals in order to ensure the survival of the company and the welfare of its stakeholders.
- 2. Middle management
- Mostly composed of division heads, the middle management links the operational management to the top management. Division/department heads receive guidance from top managers and are leaders to operational managers. Their job is to understand the policies framed by the top management and relay them to their respective divisions/departments to ensure that they follow through with company policies and decisions.

Levels of Management

- 3. Operational management
- Supervisors, section leads or forepersons directly oversee the efforts of the workforce. They are responsible for quality control and ensure that the work meets deadlines. The top management draws out the plans that define the authority and responsibility of supervisors.



Managerial Skill

➤ determines the objectives, policies and plans of the organization.

Conceptual/Design

➤ Responsible for working out strategies and plans to implement decisions and policies made by top level managers.

Design/Human Skills

➤ Responsible for ensuring work is done according to plans.

Technical

Top

Middle

First-Line

Process of Management

- **Planning:** When you think of planning in a management role, think about it as the process of choosing appropriate goals and actions to pursue and then determining what strategies to use, what actions to take, and deciding what resources are needed to achieve the goals.
- **Organizing:** This process of establishing worker relationships allows workers to work together to achieve their organizational goals.
- **Leading:** This function involves articulating a vision, energizing employees, inspiring and motivating people using vision, influence, persuasion, and effective communication skills.

Process of Management

- **Staffing:** Recruiting and selecting employees for positions within the company (within teams and departments).
- **Controlling:** Evaluate how well you are achieving your goals, improving performance, taking actions. Put processes in place to help you establish standards, so you can measure, compare, and make decisions.

IS MANAGEMENT AN ART OR SCIENCE ?

How management is an art

Managing is the "art of arts" because it organizes and uses human talent.

Practical knowledge



Personal skill



Creativity



Perfection through practice



Goal-orientated



How management is science

Management follows a systematic method to find a possible solution for a problem

Concepts



Methods and principles



Theories



Organized knowledge



Practice



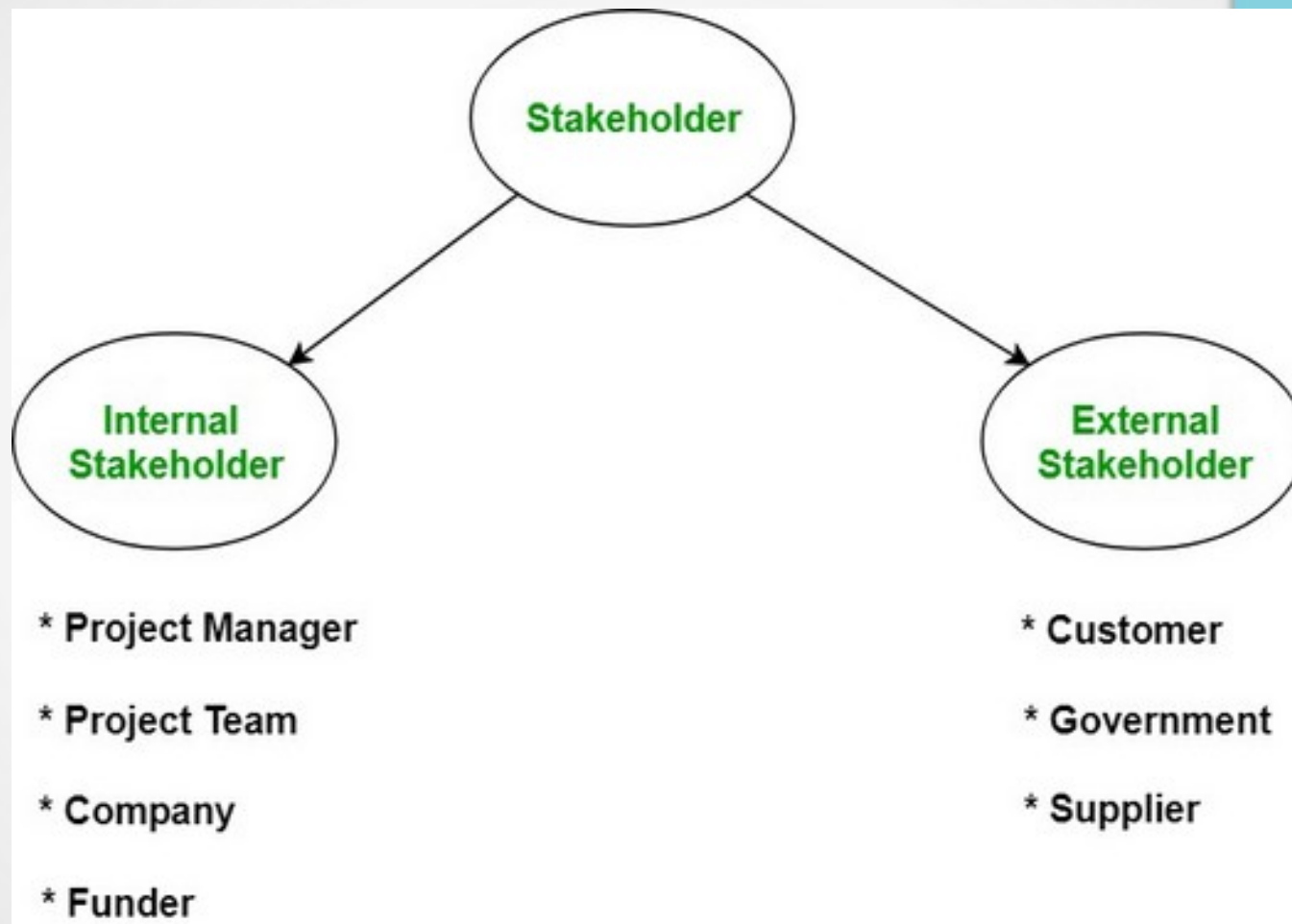
Management of Software Project

- Software project management is an art and science of planning and leading software projects.
- It is a sub-discipline of project management in which software projects are planned, implemented, monitored and controlled.
- Projects tend to be complex and multi-faceted, in need of effective planning, organisation and monitoring. In this point, we find the importance of Project Management as the most important key to finish them on time and under budget.

Importance

- Organisations are constantly facing new challenges and opportunities.
- All organisations need to take project management seriously in order to survive and thrive.
- Without a clear path to follow when it comes to managing projects, the task of achieving their desired objectives would prove very difficult.
- Constraints such as time, resources, budgets, scope and quality are all too significant to simply pass over without applying a scientific approach.
- Project management provides exactly that: a scientific approach that helps to ensure successful results through structure and organisation.

Project stakeholder



Internal Stakeholder

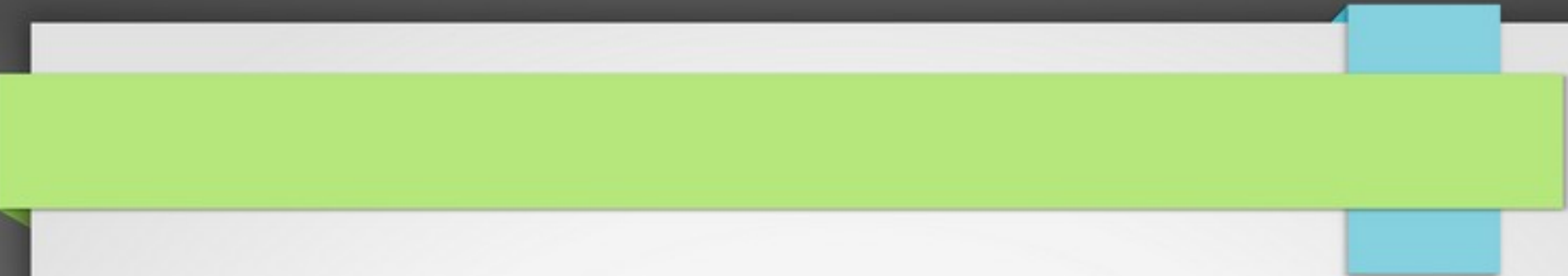
- An internal stakeholder is a person, group or a company that is directly involved in the project.
- **Project Manager:** Responsible for managing the whole project. Project Manager is generally never involved in producing the end product but he/she controls, monitors and manages the activities involved in the production.
- **Project Team:** Performs the actual work of the project under the Project Manager including development, testing, etc.
- **Company:** Organisation who has taken up the project and whose employees are directly involved in the development of the project.
- **Funders:** Provides funds and resources for the successful completion of the project.

External Stakeholder

- An external stakeholder is the one who is linked indirectly to the project but has significant contribution in the successful completion of the project.
- **Customer:** Specifies the requirements of the project and helps in the elicitation process of the requirement gathering phase. Customer is the one for whom the project is being developed.
- **Supplier:** Supplies essential services and equipment for the project.
- **Government:** Makes policies which helps in better working of the organisation.

Principles of management

- **Division of Work:** if an employee is given a specific task to do, they will become more efficient and skilled in it.
- **Authority and Responsibility:** a manager needs to have the necessary authority in order to ensure that his instructions are carried out by the employees.
- **Discipline:** In order to have disciplined employees, managers need to build a culture of mutual respect. There should be a set of organizational rules, philosophies, and structures in place that should be met by everyone.
- **Unity of Command:** This principle states that there should be a clear chain of command in the organization. The employees should be clear on whose instructions to follow.
- **Unity of Direction:** work to be done should be organized in such a way that employees work in harmony towards the same objective, using one plan, under the direction of one manager.
- **Collective Interest Over Individual Interest:** This principle states that the overall interest of the team should take precedence over personal ones.
- **Remuneration:** Employees should be paid fair wages for the work that they carry out.

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- **The Degree of Centralization:** Centralization refers to the concentration of power in the hands of the authority and following a top-bottom approach to management.
 - **Scalar Chain:** A scalar chain refers to a clear chain of communication between employees and their superiors.
 - **Order:** There should be an orderly placement of resources (manpower, money, materials, etc.) in the right place at the right time.
 - **Equity:** Equity is a combination of kindness and justice.
 - **Stability of Tenure of Personnel:** This principle states that an organization should work to minimize staff turnover and maximize efficiency.
 - **Initiative:** This principle states that all employees should be encouraged to show initiative.
 - **Esprit de CorpsAn:** Esprit de Corps means “Team Spirit”