

# **UNIT - I**

## **Introduction to Management**

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# Oragnization

- An organization is a deliberate arrangement of people, processes, and resources, structured to work together for a common, specific purpose that individuals alone could not achieve.
- It provides a systematic framework for coordination, communication, and decision-making, featuring defined roles, hierarchies, and responsibilities to facilitate efficient operations and goal attainment.
- Organizations can take many forms, from businesses and government agencies to non-profit groups, and the term can also refer to the act of arranging things in a structured and systematic way.

# Key Aspects of an Organization

- **Purpose:**  
Each organization has a shared goal or objective that guides its actions and structure.
- **Structure:**  
A defined hierarchy, roles, and responsibilities are established to coordinate activities and ensure everyone knows their place.
- **People:**  
Organizations are composed of individuals who work together, contributing their skills and efforts toward the collective aim.
- **Resources:**  
They utilize various resources, such as capital, materials, and tools, to function and achieve their objectives.
- **Coordination & Communication:**  
Systems are in place to facilitate communication and the coordination of different activities and departments.

# Types and Examples of Organisation

- For-profit businesses: Companies aimed at making a profit.
- Non-profit organizations: Entities like charities and foundations working for a social cause.
- Government agencies: Public bodies that provide services or enforce laws.
- Educational institutions: Schools, colleges, and universities.
- Community groups: Local associations formed around shared interests or goals.

# Definition of Management

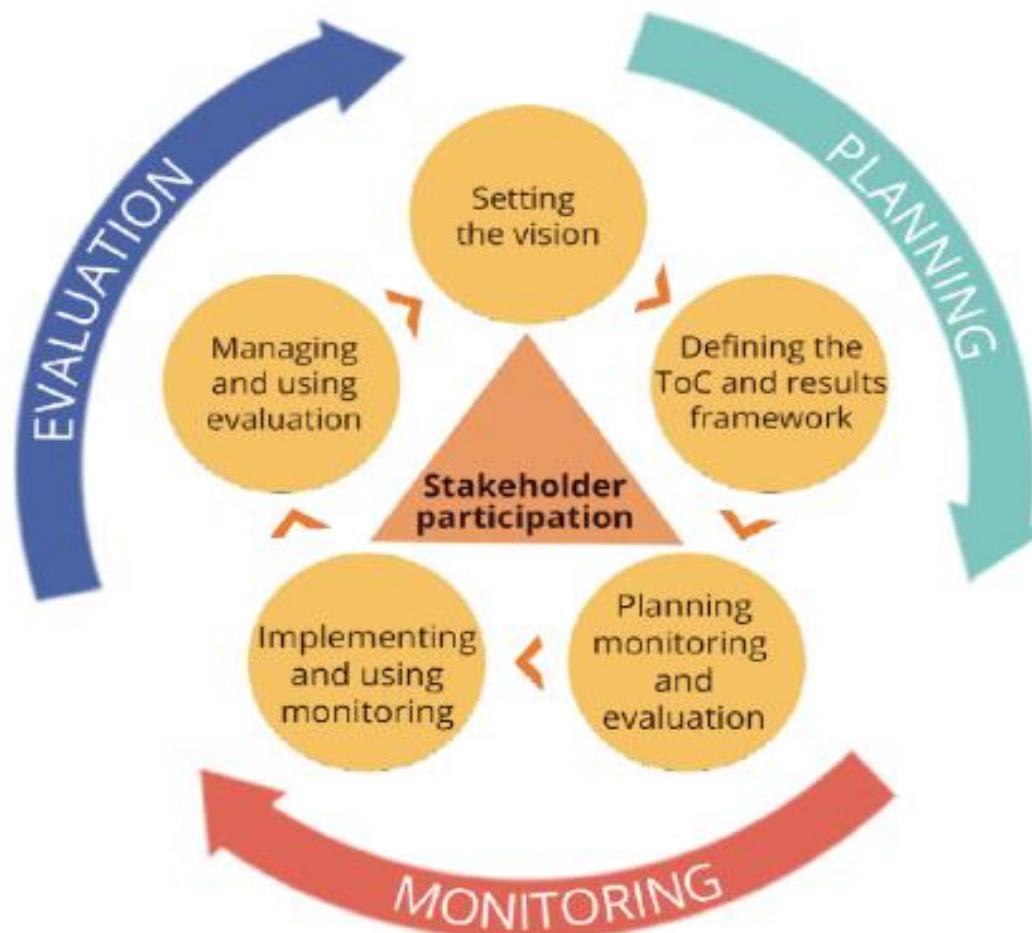
- Management is the process of planning, organizing, leading, and controlling an organization's resources (including people, money, and materials) to achieve specific goals effectively and efficiently.
- It involves coordinating the efforts of a group to accomplish objectives, often in a structured way, by setting goals, creating plans, assigning tasks, and overseeing the entire workflow.
- In summary, Management is about handling people and processes in a way that gets results, without wasting time or resources. It is a universal process found in all types of organizations, from businesses to non-profits and government agencies.

# Key Aspects of Management

- **Goal Achievement:** The primary purpose is to achieve predetermined objectives.
- **Resource Utilization:** It involves the effective and efficient use of all available resources, such as human, financial, and material.
- **People-Centric:** A core element is working with and through people to get things done.
- **Process-Oriented:** Management is a continuous process that involves several key functions:
  - **Planning:** Setting goals and outlining the steps to achieve them.
  - **Organizing:** Structuring the work and allocating resources.
  - **Leading/Directing:** Guiding, motivating, and supervising people to perform tasks.
  - **Controlling:** Monitoring progress and taking corrective actions to ensure goals are met.
- **Environment Design:** Managers create and maintain a conducive environment for groups to work effectively.

# Evaluation of Management

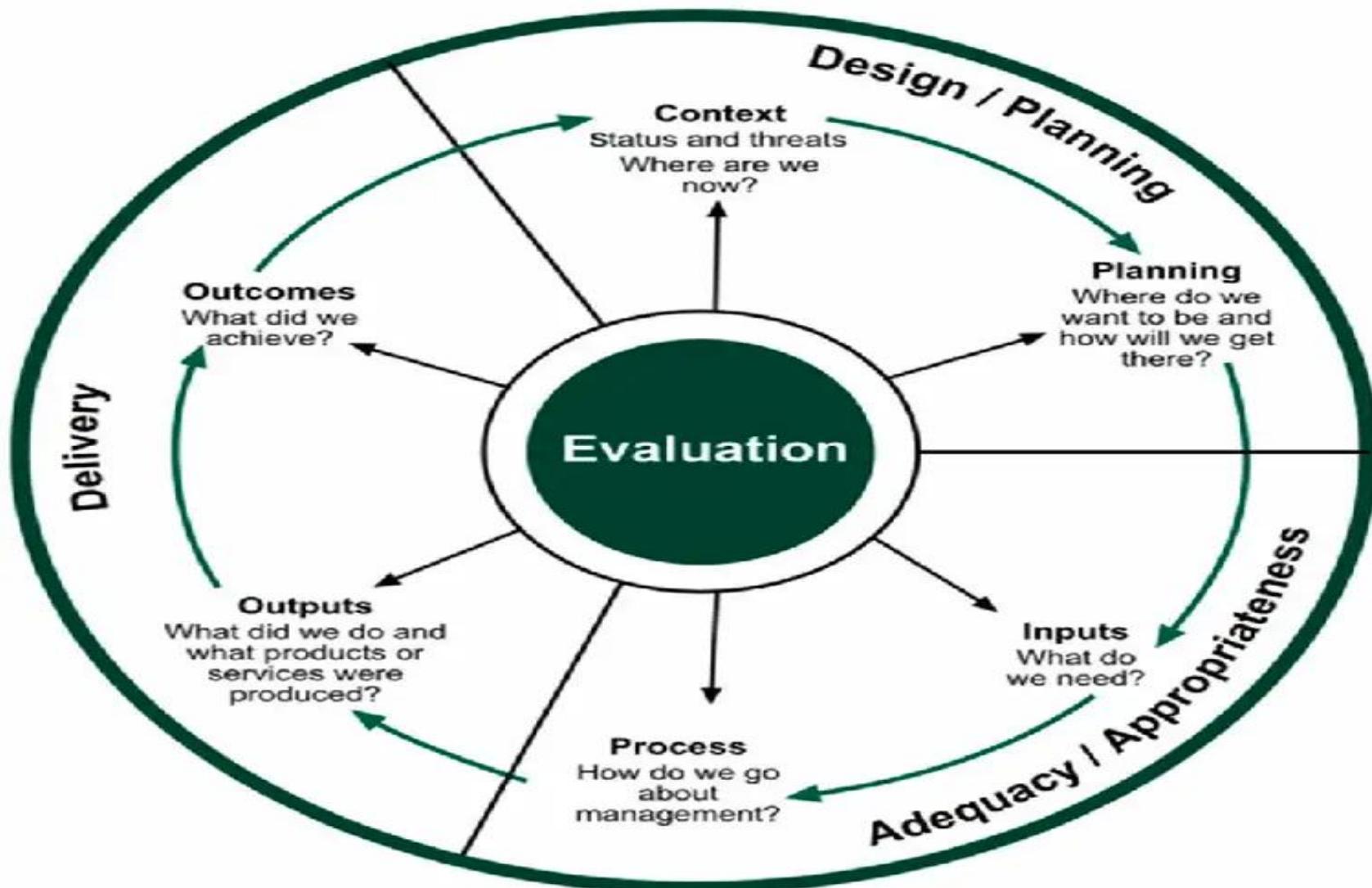
Figure 1.1. Results-based management life cycle



# Evaluation of Management

- Evaluation of management is a systematic process that assesses how well managers and organizations are performing against objectives and plans, focusing on areas like leadership, strategic alignment, and team outcomes to drive continuous improvement.
- Methods include combining subordinate and peer feedback with performance metrics, self-assessments, and appraisal interviews to identify strengths and weaknesses and inform future strategies.
- The goal is to enhance future performance, inform decision-making, and ensure goals are met effectively.

# Evaluation of Management



# Need of Management

- Management is necessary to coordinate group efforts, achieve organizational goals, and use resources efficiently by providing direction, planning, organizing, and controlling activities.
- It helps businesses adapt to change, foster innovation, increase productivity, and ensure stability and growth, which ultimately benefits employees, customers, and society.

# Why Management Needed

## **Achieving Goals:**

Management provides clear direction and aligns individual efforts towards common organizational goals, making them achievable and efficient.

## **•Resource Optimization:**

It ensures that scarce resources like time, money, and manpower are used effectively and optimally, reducing waste and increasing productivity.

## **•Efficiency and Productivity:**

By streamlining operations, setting clear processes, and motivating staff, management improves overall efficiency and boosts output.

## **•Adaptability to Change:**

Management helps organizations navigate dynamic environments by anticipating and adapting to market changes, technological advancements, and evolving customer demands.

# Why Management Needed

## **Innovation and Growth:**

It fosters a creative environment for new ideas, encouraging research, innovation, and the development of new products or services to maintain a competitive edge.

## **Coordination and Stability:**

Management coordinates the work of various divisions and teams, ensuring smooth operations and stability within the organization.

## **Employee Satisfaction and Motivation:**

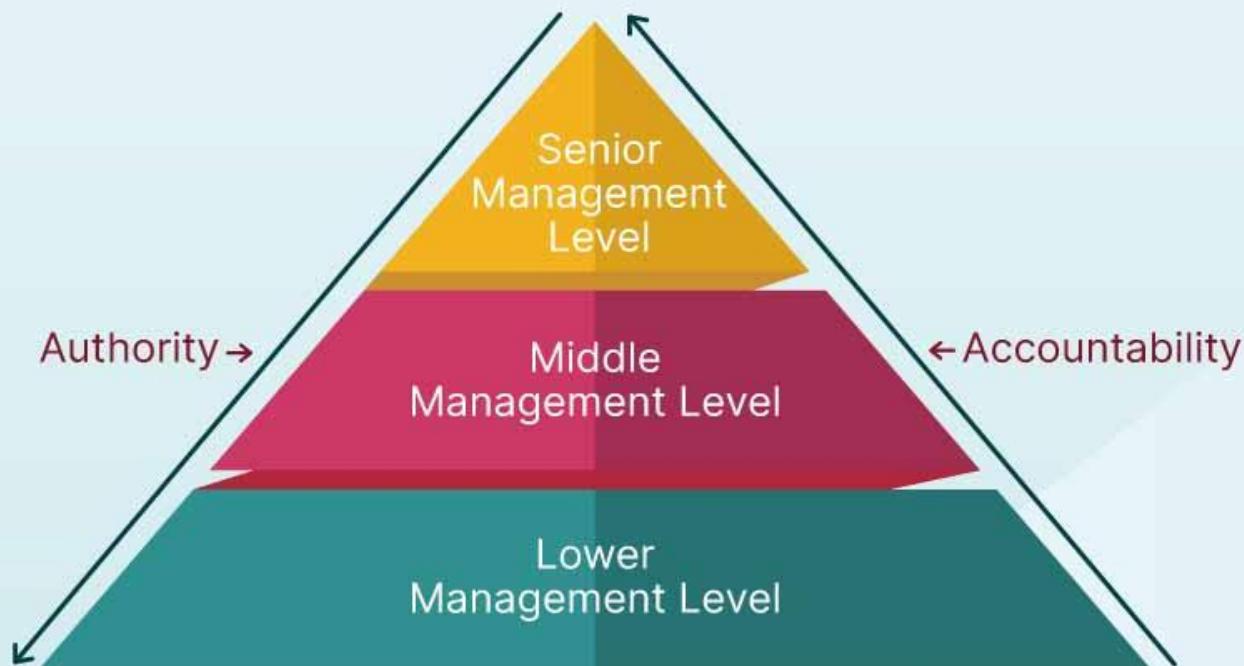
It creates a positive work atmosphere, fosters teamwork, and provides employees with clear responsibilities and opportunities for development, leading to higher job satisfaction and commitment.

## **Societal Contribution:**

Beyond profit, management helps organizations fulfill social responsibilities by providing quality goods and services, creating employment, and contributing to the economy and societal development.

# Levels of Management

## Levels of Management



# Levels of Management

- The three main levels of management are Top-Level, Middle-Level, and Lower-Level (or First-Line) management, each with distinct roles, responsibilities, and examples.
- Top-level managers (like CEOs) focus on strategic goals and overall organizational direction.
- Middle managers (such as department heads) translate these strategies into actionable plans for their specific units.
- Lower-level managers (like supervisors) directly oversee day-to-day operations and front-line employees to ensure tasks are completed efficiently.

# Characteristics of Management

- Management is a distinct process.
- Management is an organized activity
- Management aims at the accomplishment of predetermined objectives.
- Management is both a science and an art.
- Management is a group activity
- Management principles are universal in nature
- Management integrates human and other resources.

# Features of the Management

- Management involves five functions
- These functions are organized to achieve organizational goals.
- Management involves effective and efficient use of resources.

# FUNCTIONS OF MANAGEMENT

- PLANNING
- ORGANIZING
- STAFFING
- DIRECTING
- CONTROLLING

# PLANNING

- Planning is determining the objectives and formulating the methods to achieve them. It is more simply said than done. A job well planned is half done. During planning one needs to ask oneself the following:
- What am I trying to accomplish i.e. what is my objective?
- What resources do I have and do I need to accomplish the same?
- What are the methods and means to achieve the objectives?
- Is this the optimal path?

# Types of Planning

- Purposes or missions,
- Objectives-It is the ultimate goal towards which the activities of the organization are directed
- Strategies-general program of action and deployment of resources
- Policies-general statement or understanding which guide or channel thinking in decision making
- Procedures-states a series of related steps or tasks to be performed in a sequential way
- Rules-prescribes a course of action and explicitly states what is to be done
- Programs-comprehensive plan that includes future use of different resources
- Budgets-statement of expected results expressed in numerical terms

# Principles of Planning

- Take Time to Plan
- Planning can be Top to Down or Bottom to Top
- Involve and Communicate with all those Concerned
- Plans must be Flexible and Dynamic
- Evaluate and Revise

# Steps in Planning

- Determining the goals or objectives for the entire organization.
- Making assumptions on various elements of the environment.
- To decide the planning period.
- Examine alternative courses of actions.
- Evaluating the alternatives.
- Real point of decision making
- To make derivative plans.

# Types of Managerial Decisions

- Programmed
- Non programmed.
- Mechanistic-It is one that is routine and repetitive in nature
- Analytical-It involves a problem with a larger number of decision variables
- Judgmental-It involves a problem with a limited number of decision variables, but the outcomes of decision alternatives are unknown
- Adaptive-It involves a problem with a large number of decision variables, where outcomes are not predictable

# Process of Organizing

- Determine what is to be done/ Division of Work:
- Assign Tasks: Departmentalization:
- Link Departments: Hierarchy Development:
- Decide how much Authority to Designate/ Authority, Responsibility and Delegation:
- Decide the Levels at which Decisions are to be made / Centralization vs. Decentralization:
- Decide how to Achieve Coordination:

# Techniques for achieving coordination

- Coordination by Rules or Procedures
- Coordination by Targets or Goals:
- Coordination through the Hierarchy
- Coordination through Departmentalization
- Using a Staff Assistant for Coordination:
- Using a Liaison for Coordination:
- Using a Committee for Coordination
- Using Independent Integrators for Coordination:
- Coordination through Mutual Adjustment:

# STAFFING

## Definition 1

- Selecting and training individuals for specific job functions, and charging them with the associated responsibilities.

## Definition 2

- Number of employed personnel in an organization or program. Also called workforce.

# DIRECTING/LEADING

- Provides positive and dynamic leadership
- Provides maximum opportunities
- Provides proper motivation of personnel
- Ability to command people

# CONTROLLING CONCEPTS

- Feed Forward Control-Control that attempts to identify and prevent deviations before they occur is called feed forward control, sometimes called preliminary or preventive control.
- Concurrent Control-Control that monitors ongoing employee activities during their progress, to ensure they are consistent with quality standards, is called concurrent control.
- Feedback Control-In this case, the control takes place after the action. Sometimes called post-action or output control

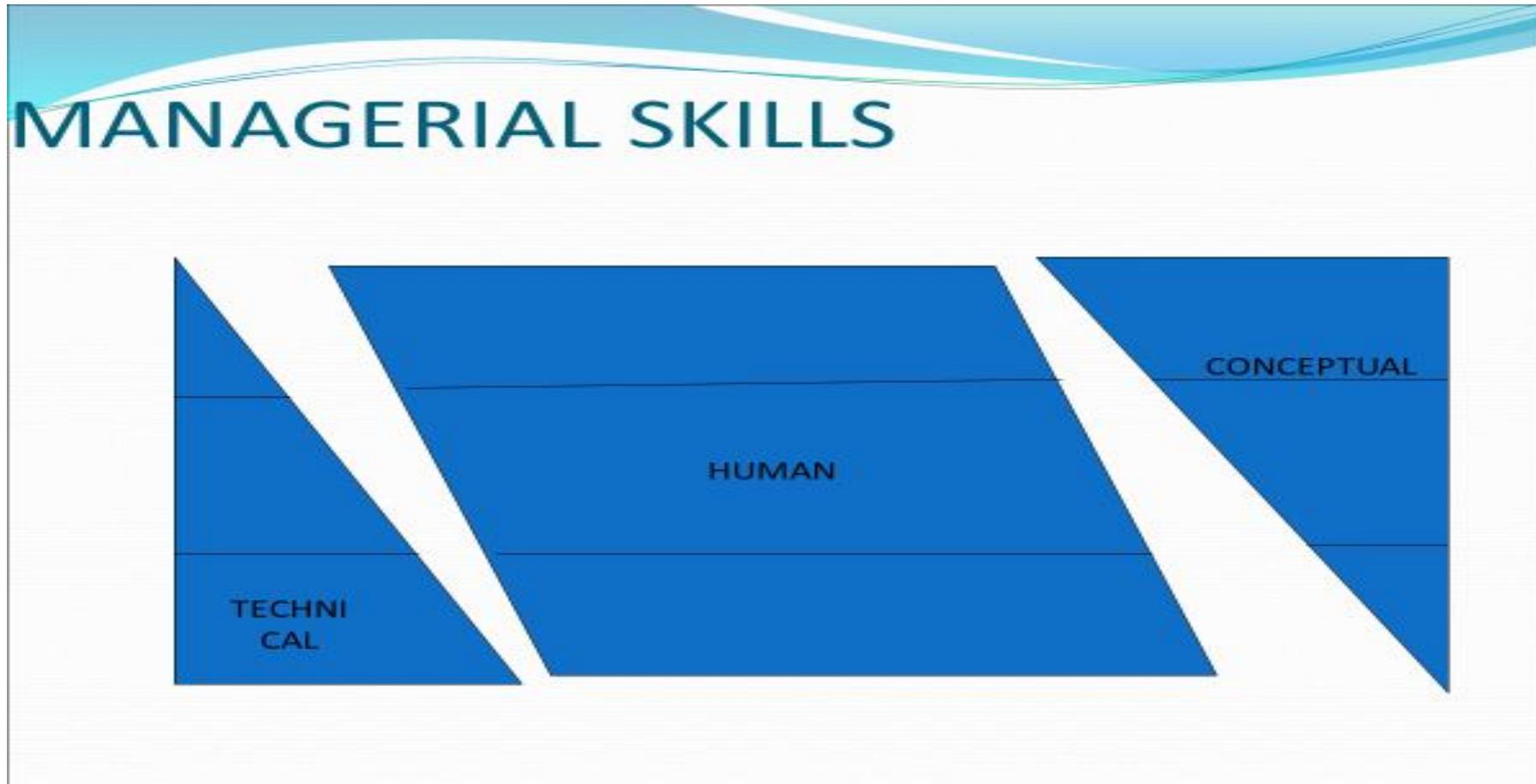
# Steps in the Control Process

- Establish Standards of Performance
- Measure Actual Performance
- Compare Performance to Standards:
- Take Corrective Action

# Principles of Effective Control

- Effective controls are timely.
- Control standards should encourage compliance.
- Setting effective standards is important
- Use management by exception.
- Employees should get fast feedback on performance.
- Do not over rely on control reports.
- Fit the amount of control to the task.

# MANAGERIAL SKILLS



# TECHNICAL SKILLS

A persons' knowledge and ability to make effective use of any process or technique constitutes his technical skills.

For eg: Engineer, accountant, data entry operator, lawyer, doctor etc.



# Human Skills

## HUMAN SKILLS

An individuals' ability to cooperate with other members of the organization and work effectively in teams.

For eg: Interpersonal relationships, solving people's problem and acceptance of other employees.



# Conceptual skills

## CONCEPTUAL SKILLS

Ability of an individual to analyze complex situations and to rationally process and interpret available information.

For eg: Idea generation and analytical process of information.



# Manager's Role

- Interpersonal role
- Informational role
- Decisional role

# INTERPERSONAL ROLE

- Figurehead- ethical guidelines and the principles of behavior employees are to follow in their dealings with customers and suppliers
- Leader- give direct commands and orders to subordinates and make decisions
- Liaison-coordinate between different departments and establish alliances between different organizations

# INFORMATIONAL ROLE

- Monitor- evaluate the performance of managers in different functions
- Disseminator-communicate to employees the organization's vision and purpose
- Spokesperson- give a speech to inform the local community about the organization's future intentions

# DECISIONAL ROLE

- Entrepreneur- commit organization resources to develop innovative goods and services
- Disturbance handler- to take corrective action to deal with unexpected problems facing the organization from the external as well as internal environment
- Resource allocator- allocate existing resources among different functions and departments
- Negotiator- work with suppliers, distributors and labor unions

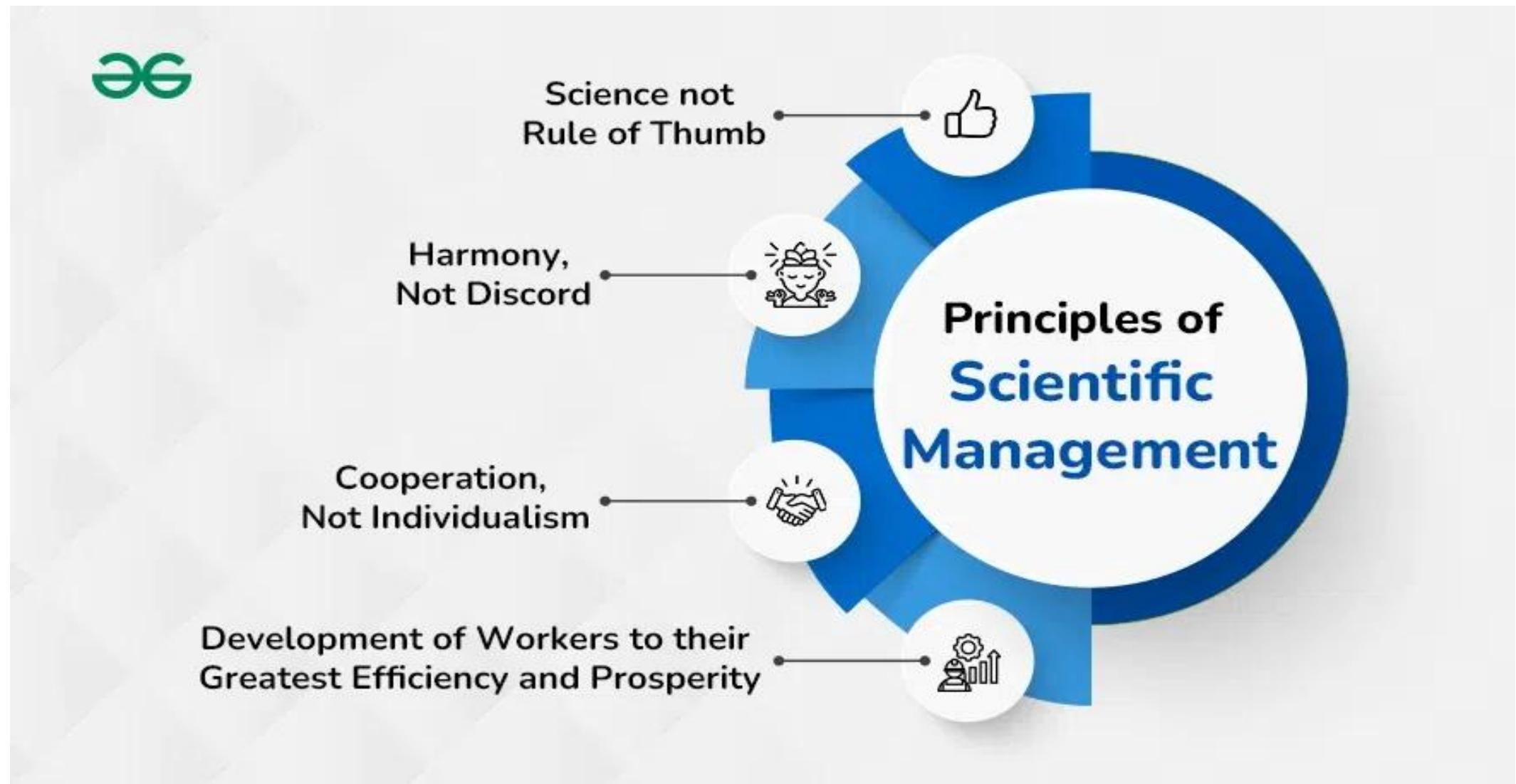
# TYPES OF MANAGERS

- 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

# WHAT MAKE MANAGERS SUCCESSFUL?

- Hard work
- Smart work
- Patience
- Out of box thinking
- Reading and acquiring knowledge
- Ethical consciousness
- Collaborative relationship
- Perseverance

# Introduction to Scientific Management



# Principles of Scientific Management

- Scientific Management is a management technique that utilizes scientific methods to enhance workforce efficiency.
- It uses scientific methods that include systematic, objective, and logical principles and techniques to solve management problems.

# What is Scientific Management?

- The use of scientific principles and techniques in various managerial functions is known as scientific management.
- It is the art of knowing exactly what you want your employees to do and seeing that they do it in the best and cheapest ways.
- It involves the study of each activity in detail and doing the work in such a manner so that work can be completed effectively and efficiently.

# What is Scientific Management?

- In the words of Lawrence A. Appley:
- "*Scientific Management is a conscious orderly human approach to the performance of management responsibilities as contrasted with the day-in and day-out rule of thumb, hit or miss approach*".

# What is Scientific Management?

In the words of F.W. Taylor:

- "Scientific management is the art of knowing exactly what you want your men to do and then seeing that they do it in the best and cheapest way."

# Scientific Management?

- F.W. Taylor's scientific management is based on the following four principles:
- **1. Science, not Rule of Thumb**
- **2. Harmony, Not Discord**
- **3. Cooperation, Not Individualism**
- **4. Development of Workers to their Greatest Efficiency and Prosperity**

**Thank you**