

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

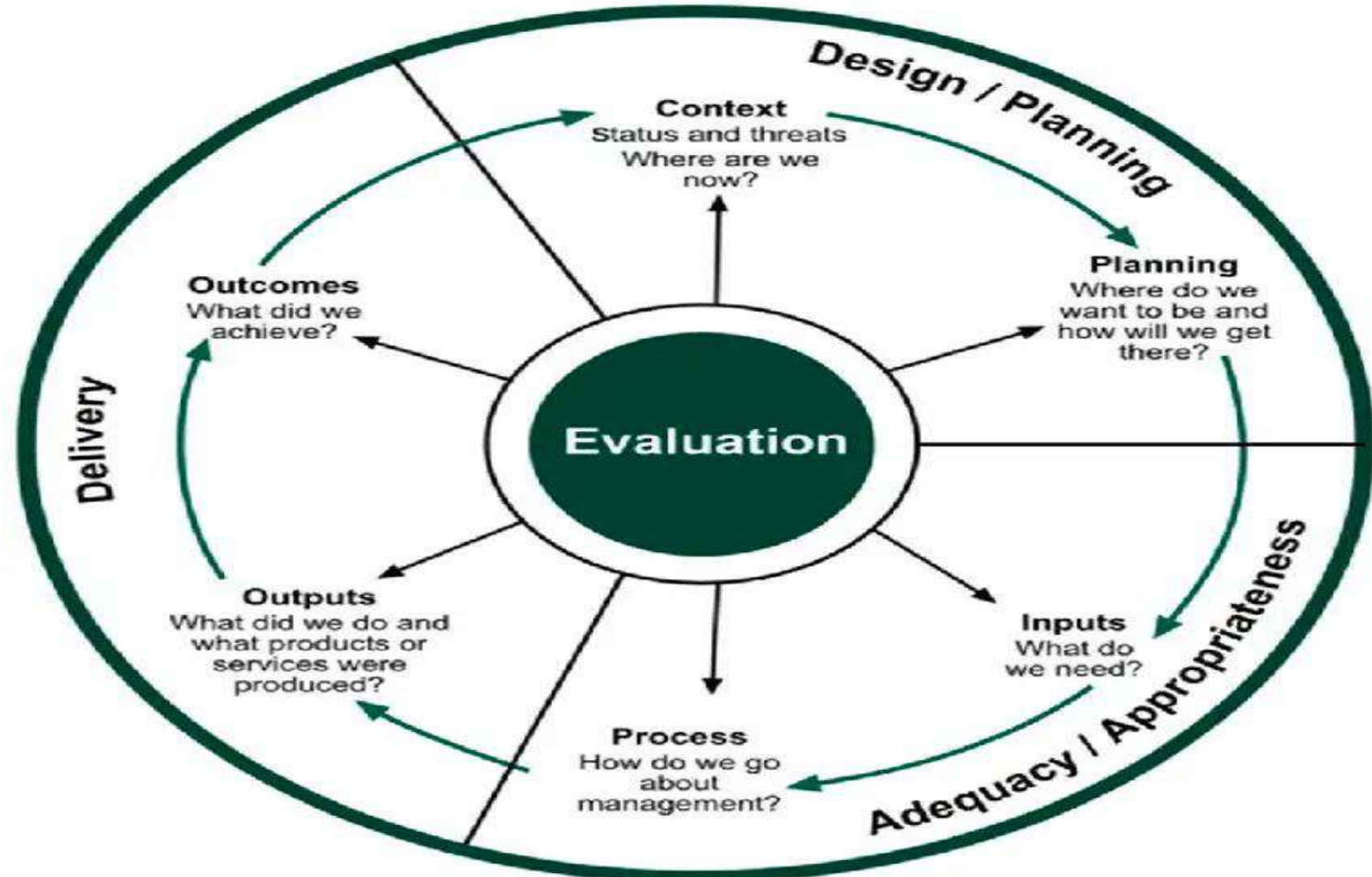
Figure 1.1. Results-based management life cycle



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:

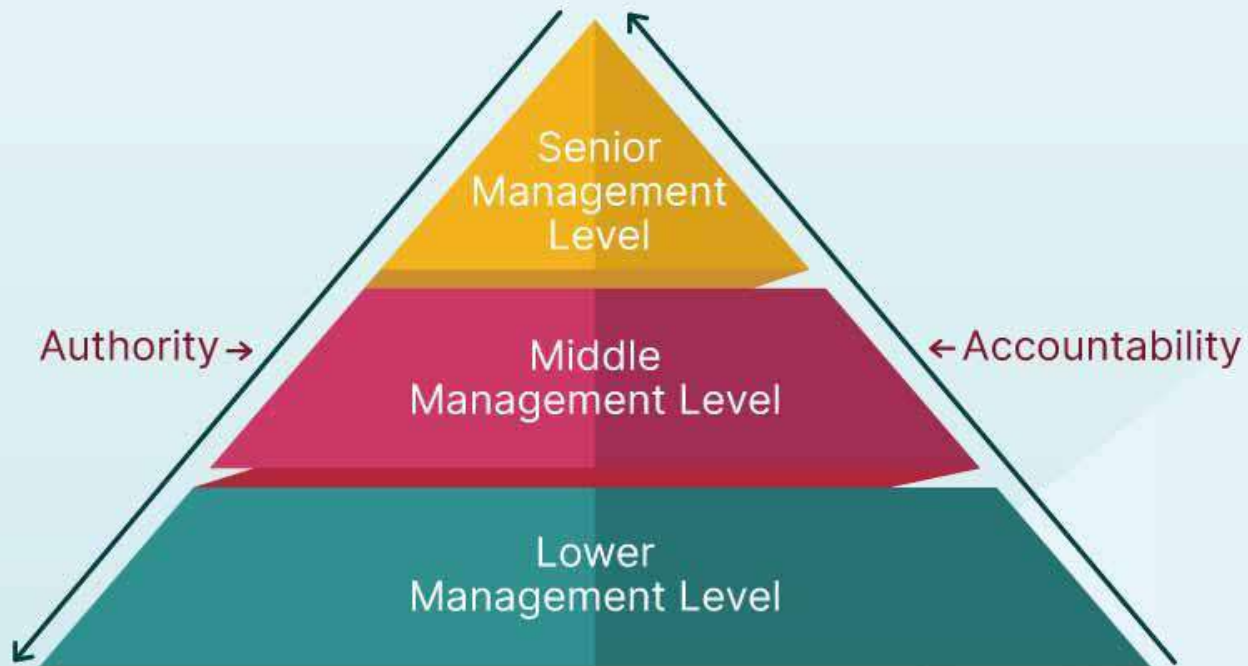
It creates a positive work atmosphere, fosters teamwork, and provides employees with clear responsibilities and opportunities for development, leading to higher job satisfaction and commitment.

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

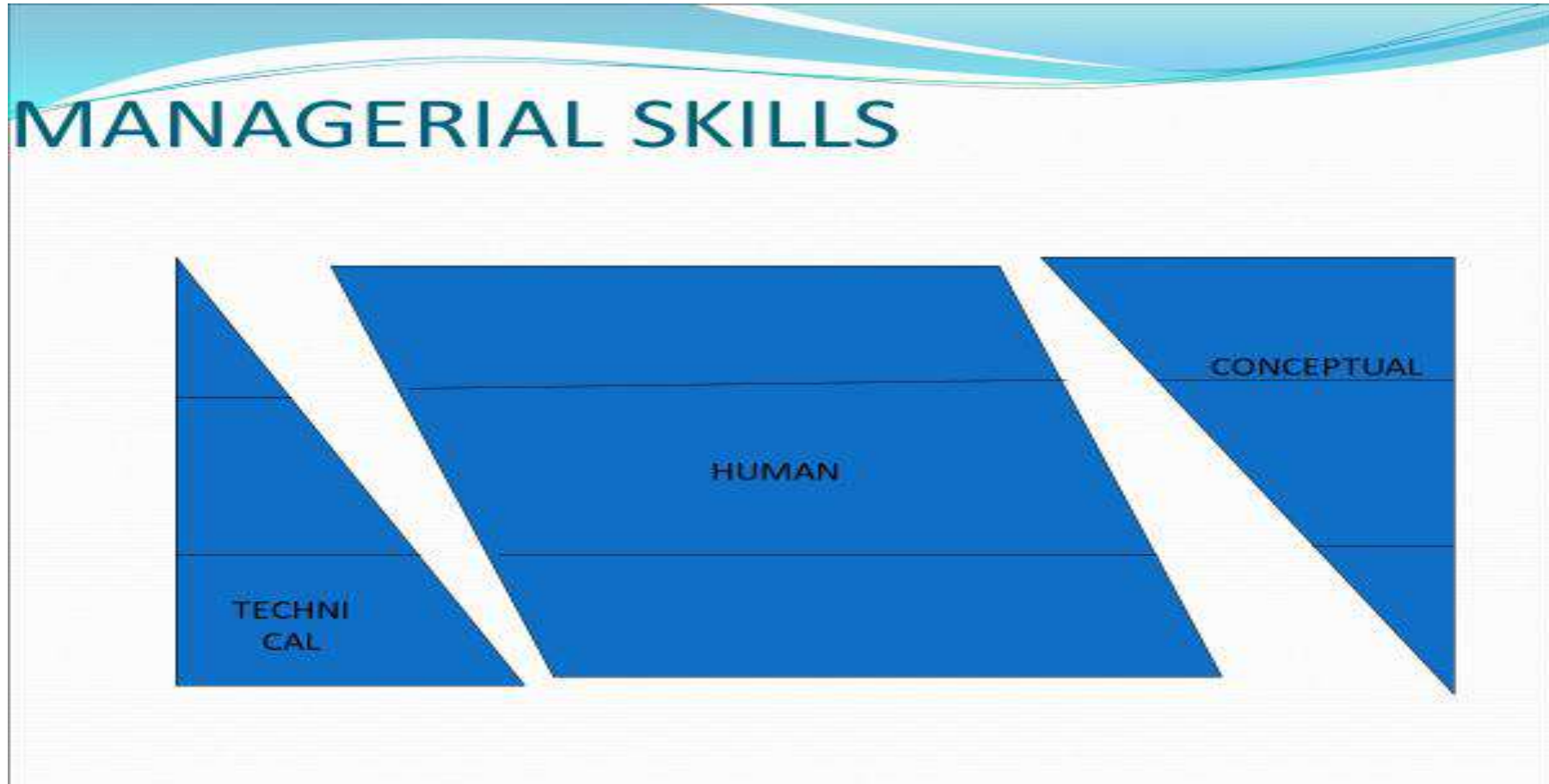
Steps in the Control Process

- 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

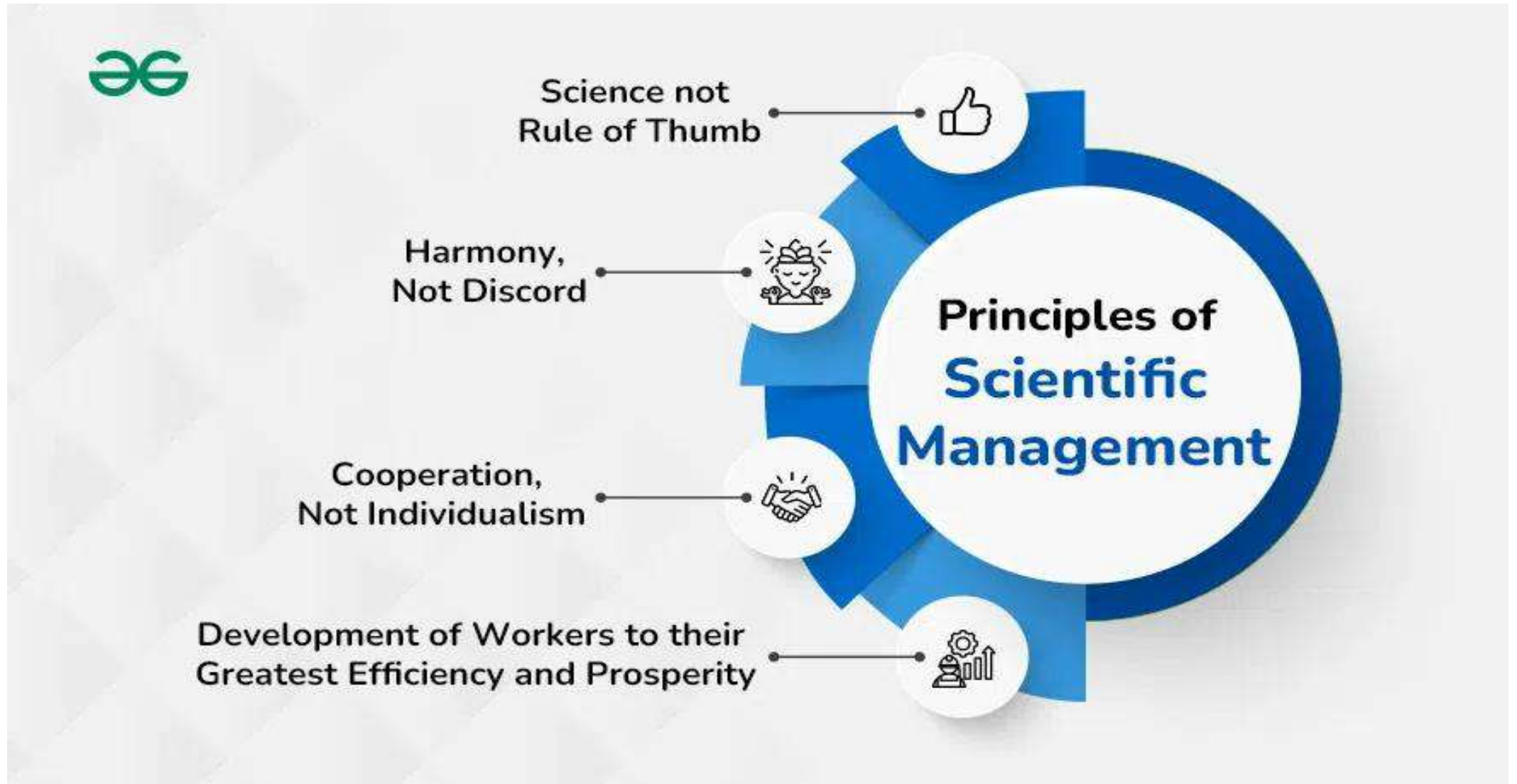
TYPES OF MANAGERS

- 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