

TOPIC 1: INTRODUCTION

Definition and meaning of management.

1. Management is an art of getting things done through and with people in formally organized groups.
2. Management is that act of planning, organizing, staffing, directing and controlling of organization activities so that predetermined goals can be achieved.

Is Management an art or a science?

Management is both an art and a science.

MANAGEMENT AS AN ART

The meaning of management as an art is related with the bringing of a desired result through the application of skills. It is concerned with the understanding of how a particular work can be established. Management is more of an art than a science and can be seen from the following facts:

1. The process of management involves the use of skills and know-how like any other art such as music, painting, etc.
2. The process of management is directed toward achievement of concrete results as in any other art.
3. Management is creative like any other art. It creates new situations for further improvement.
4. Management has a personalized meaning. Therefore, there is no one best way of managing. Every manager in his profession or organization has an individual approach and technique in solving problems.

MANAGEMENT AS A SCIENCE

A science is based on logical consistency, systematic explanation, critical evaluation and experimental analysis. It is a body of knowledge accumulated and accepted with reference to the understanding of general truths concerning a particular phenomenon, subject or area of study.

Management is viewed as a science due to the following facts;

1. It involves operational research like other sciences.
2. Like the scientific laws the management principles explain the cause and effects of doing something.
3. Like other sciences, management involves quantitative analysis and measurement.
4. There is experimental analysis in management e.g., quality control in production.
5. Management like other sciences advances with knowledge.

NB: Management is seen to be a pseudo/quasi/ an inexact science or a science halfway. It has not been developed into a full science. (Pseudo –for all intents and purposes)

Functions of Management

There are 5 main traditional functions of management mainly

1. Planning
2. Organizing

3. Staffing
4. Directing
5. Controlling

Planning

1. Planning is deciding in advance what is to be done, how it is to be done, when it is to be done, who is to do it and where it is to be done.
2. It involves predetermining the goals, objectives, policies, strategies, procedures and rules that are to be accomplished in an organization in a given period. It also involves identifying, analysing and selecting the probable courses of action that can be used to accomplish these various plan.

Organizing

This is the process that involves.

1. Identifying the activities to be carried out in an organization.
2. Grouping of similar activities together.
3. The creation of depts., divisions etc.
4. The assignment of duties and responsibilities to the various departments and the assignments of authority to the individuals in charge of these groups.
5. It defines the structure of the organization, the span of control and the forms of organization to be employed.

Staffing

This is a process that involves matching workers to job requirements. The various elements of staffing include:

Recruitments, selection, training and development, compensation, performance advisory, discipline and separation.

Directing

This is that function that deals with guidance and supervision of individual and group efforts towards the accomplishment of organizational goals. It stimulates through motivation, clarifies issues through effective communication, coordinates employees' efforts and directs them towards the accomplishment of predetermined goals through good leadership.

Controlling

This process begins where planning ends, it starts with

1. Establishing performance standards for goals that are set in the process of planning.
2. It measures the actual performance of the employees.
3. It compares the actual performance with the set standards.
4. Corrective action is taken when necessary.

Management level/ Decision-making hierarchy

A manager means anyone who is responsible for carrying out the functions of management in an organization. Over time managers can practice at different levels in an organization and with different ranges of organizational activities. Broadly there are 3 main level of management.

1. First line/first level managers

2. Middlemen level managers
3. Top level managers

First line/fist level managers

This is the lowest level in an organization where individuals are responsible for the work of others. They direct non-management employees i.e., they do not supervise other managers. They are often referred to as supervisors. Examples include:

1. Foreman, or production supervisor in a manufacturing plant.
2. A technical supervisor in a research department
3. A clerical supervisor in a large office

Middle level managers

They direct the activities of lower-level managers and sometimes those of the operating employees as well. The principal responsibilities include:

1. Directing the activities that implement the organization policy.
2. Balancing the demands of their manager with the capacities of the employees.
3. They report to more senior managers

Top level managers

It is composed of a comparatively small group of people who are responsible for the overall managements of the organization. They establish operation policies to guide the organizations interaction with its environments. Examples includes:

Chief executive officer (CEO)

- 1 Company presidents
- 2 Managing Directors (MDs)
- 3 General manager (GMs)

Management Skills

Managerial activities can be accomplished through forming skills mainly

1. Technical skills
2. Human skills
3. Conceptual skills
4. Diagnostic skills/Design skills

Technical skill

This is the ability to use the procedures, techniques and knowledge of a specialized field e.g. surgeons, engineers, accountants and have technical skills in their respective fields.

Human skill

This is the ability to work with, understand and motivate other people as individuals or in groups.

Conceptual skills

This is the ability to coordinate and integrate all of the organizations interest and activities. It involves understanding the organization as a whole especially how its parts relate to one another and anticipating how a change in any of the parts will affect the whole organization.

Diagnostic skills

This involves identifying and prescribing possible solutions to the problems that are faced by the organization.

Levels v/s Skills

Although the skills are essential for managers, their relative importance depends mainly on the manager's rank in the organization:

1. The technical skills are very important at the lower levels.
2. The human skill though important at every level is the primary skill needed by middle managers because their ability to tap the technical skills of their subordinates is more important than their own technical efficiency.
3. The importance of the conceptual skill increases as one moves through the ranks of the management system. At higher levels the full range of relationships and the organizations place in time are important to understand.
4. Since diagnostic skills are used to define and understand situations, they are most important at the top, moderately important in the middle and least important in the lower levels.

Management functions v/s Mgt level

A manager at any level needs to plan, organize, direct and control. But the amount of time devoted to these functions differs.

- i. Top level manager spend more time on planning than the middle and lower level managers.
- ii. At lower levels, management personnel spend relatively more time on directing.
- iii. The amount of time spend on controlling is very constant at all levels of management except at the very top where its more intense since at this level it is necessary to control resources essential to the survival of the firm.
- iv. The time devoted to organizing is very constant at all levels of management.

Managerial Roles

Henry A Mintzberg identified ten (10) roles of managers. These 10 roles can be separated into three general groups.

1. Interpersonal roles
2. Informational roles
3. Decisional roles

1. Interpersonal Roles

These includes;

- a) Figure head role
- b) Leader role
- c) Liaison role

a) Figurehead roles. This is required when activity of a ceremonial nature occurs within the organization e.g., prize giving, long service awards etc.

b) Leader role: This requires involvement with coordination and control of the work by members being supervised.

Directly, it can be exercised through hiring, training and motivating employees. It can be exercised indirectly by establishing expectations regarding work quality, decisional responsibility or time commitments to the job.

c) Liaison role. This is enacted when managers make contact with other individuals within or outside the organization in order to complete work to be performed by departments. Eg

production supervisor contracting a supplier. Liaise of activities enable the manager to develop a network for obtaining information useful for completing current and future tasks.

2. Informational roles

These are: Monitor role
 Disseminator role
 Spokesperson role

The manager is the informational nerve centre of the unit.

a) Monitor role: The manager assumes this role by continually scanning the environment, information, activities or events that may **identify opportunities or threats** to the functioning of the work units e.g. the daily reading of business periodicals.

b) Disseminator role: The manager through this role transmits information gathered to subordinates, peers or supervisor.

c) Spokesperson role: Managers assume this role by representing the work unit to the people inside and outside the organization.

3. Decisional roles

These are -Entrepreneur
 -Disturbance handler
 -Resource allocator
 -Negotiator role

a) Entrepreneur role: This role is assumed by seeking to improve the work unit. This can be done by adopting new techniques to fit a particular situation by modifying old techniques to improve individuals or group activity e.g. a new pension plan to increase morale in the organization.

b) Disturbance handler role. A manager is established as a responder to change. He has to bring back stability to the organization e.g. personnel manager can negotiate with a trade union.

c) Resource allocator – The manager must decide to whom and in what quantity resources will be dispensed. This include money, time, power, equipment people, etc. eg. An office manager must provide secretaries in the office with appropriate equipment to generate and duplicate documents.

d) Negotiator role: This role is assumed when an individual has the authority to commit organizational resources and as managers attain more seniority, they obtain more control over resources and they become more involved with negotiator role.

The mix and emphasize of roles depends on

1. Length of time on the job.
2. Position in the management hierarchy
3. Goals of the sub-units
4. The skills that the manager possesses etc.