

**Senior High School**

Department of Education  
National Capital Region  
**SCHOOLS DIVISION OFFICE**  
**MARIKINA CITY**

**ACCOUNTANCY, BUSINESS AND MANAGEMENT**  
**Organization and Management**  
**Nature and Concept of Management**  
**Quarter 1 – Module 1**



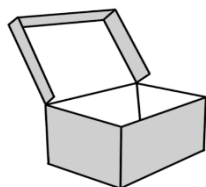
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# Nature and Concept of Management



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## What I Need to Know?

This module was written to help you understand the lesson in Organization and Management. It was carefully designed so that you can work at your own pace and allow self-discovery of the concept or ideas through different activities that you will perform. Activities were selected for independent learning which also aims to develop students' reading comprehension skills through understanding written texts. The lessons are arranged to follow the standard sequence of the course. But the order in which you read them can be changed to correspond with the textbook you are now using.

At the end of the module you shall be able to:

1. Discuss the meaning and functions of management;
2. Enumerate the functions of Management
3. Explain the various types of management theories:

This module is divided into two (2) lessons namely:

Lesson 1: Meaning and Functions of Management, and

Lesson 2: Theories of Management

***Before we start may I remind you that you need a notebook (any notebook will do) to serve as your answer sheet and keeping your notes for this Module***



## What I Know

Write TRUE if the statement is correct and FALSE if the statement is incorrect. (write the answer on your notebook)

1. Management is the process of coordinating and overseeing the work performance of individuals working together in organizations, so they could efficiently accomplish their chosen aims or goals.
2. The five functions of management are: planning, organizing, staffing, leading, and controlling.
3. Organizing is assigning of tasks, setting a part of funds, and bring harmonious relations among the individuals and work groups/teams in the organization.
4. Evolution is usually defined as fast stages of growth and development, starting from simple forms to more complex forms.
5. Total Quality Management is a management philosophy that focuses on the satisfaction of customers, their needs, and expectations.



## What's In

In this time of worldwide problem, the pandemic of corona virus you should know how to manage the problem you encountered.

What problems do you encounter on the following categories and how do you manage dealing with them?

	<b>Problems</b>	<b>Ways to handle/manage</b>
Money	Ex. No work of parents due to pandemic	Identify expenses that is not the priority of the family
Money		
Time		
Health		
Stress		



# ? What's New?

Apply the concept of Management by writing your routine/daily activities. Use the daily schedule form below.

MY DAILY SCHEDULE

DATE: \_\_\_\_\_

5:00 AM \_\_\_\_\_

6:00 AM \_\_\_\_\_

7:00 AM \_\_\_\_\_

8:00 AM \_\_\_\_\_

9:00 AM \_\_\_\_\_

10:00 AM \_\_\_\_\_

11:00 AM \_\_\_\_\_

NOON \_\_\_\_\_

1:00 PM \_\_\_\_\_

2:00 PM \_\_\_\_\_

3:00 PM \_\_\_\_\_

4:00 PM \_\_\_\_\_

5:00 PM \_\_\_\_\_

6:00 PM \_\_\_\_\_

7:00 PM \_\_\_\_\_

8:00 PM \_\_\_\_\_

9:00 PM \_\_\_\_\_

10:00 PM \_\_\_\_\_

NOTES \_\_\_\_\_

\_\_\_\_\_



## Lesson

# 1

## Meaning and Functions of Management



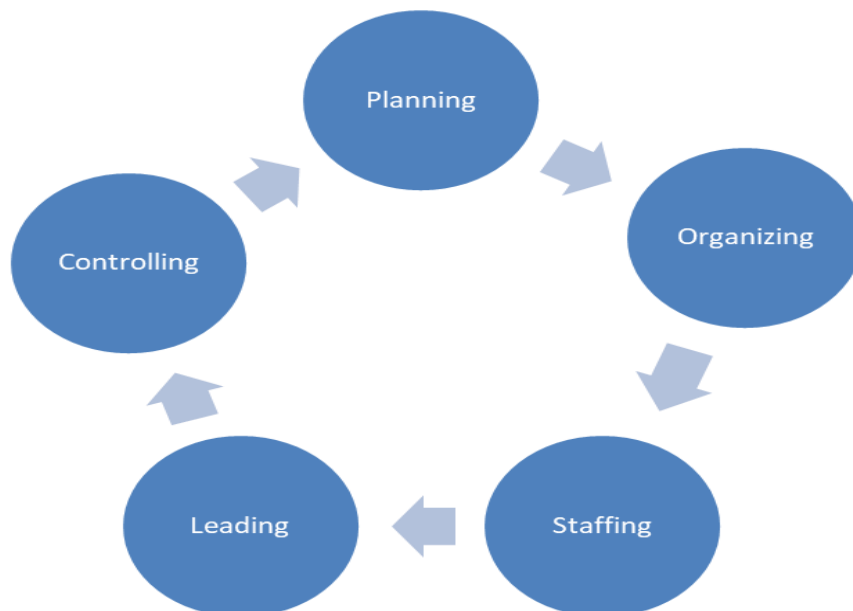
### What Is It

The study of management begins with presenting the basic principles and concepts which give a reference outline within which management is normally applied. Management is the most important subject in business because it deals with people, establishing and achieving objectives. Management exist to some degree in business, office, school, bank, store, factory or even at home.

What is Management?

- Management is the process of coordinating and overseeing the work performance of individuals working together in organizations, so they could efficiently accomplish their chosen aims or goals.
- It is also defined as the process of designing and maintaining an environment for efficiently accomplishing selected aims (Heinz, Weihrich, and Koontz, 2005)

Figure 1.1 The Five Functions of Management



Source: Cabrera, et al., Organization and Management DepEd Manual

## Functions of Management

- **Planning.** Involves determining the organization's goals or performance objectives, defining strategic actions that must be done to accomplish them, and developing coordination and integration activities.
- **Organizing.** Used for assigning tasks, setting aside funds, and bringing harmonious relations among the individuals and work groups or teams in the organization.
- **Staffing.** Involves filling in the different job positions in the organization's structure; the factors that influence this function include: size of the organization, types of jobs, number of individuals to be recruited and some internal or external pressures.
- **Leading.** Has to do with influencing or motivating subordinates to do their best so that they would be able to help the organization's endeavor to attain their set goals.
- **Controlling.** The process of evaluating and, if necessary, correcting the performance of the individuals or work groups or teams to ensure that they are all working toward the previously set goals and plans of the organization.

The definition of Terms may help you fully understand the topic. You may use dictionary or search for other meaning of the terms for your guidance.

### **Definition of Terms:**

**Management Functions-** functions needed in order to accomplish the management process of coordinating and overseeing the work performance of individuals working together in organizations

**Coordination-** harmonious integrated action of the various parts and processes of an organization

**Efficiency-** the character of being able to yield the maximum output from a minimum amount of input

**Effectiveness-** being adopted to produce an effect that will help the organization attain its aims.





## What's More

### Activity 1.1

After going through lesson 1 of this module, answer the following questions:

1. Define management in your own words.
2. Summarize the main point of lesson 1 in one sentence.
3. How will I use management principles in my personal life?

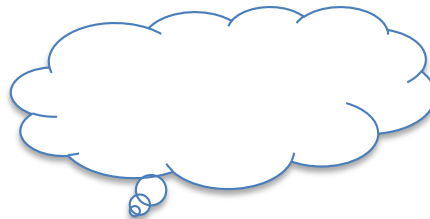


## What I Have Learned

Identify and write the definition of the management functions in your own words inside the dialogue box.



Retrieved from: <https://www.nutcache.com/blog/planning-resource-scheduling-is-key-to-project-management/>

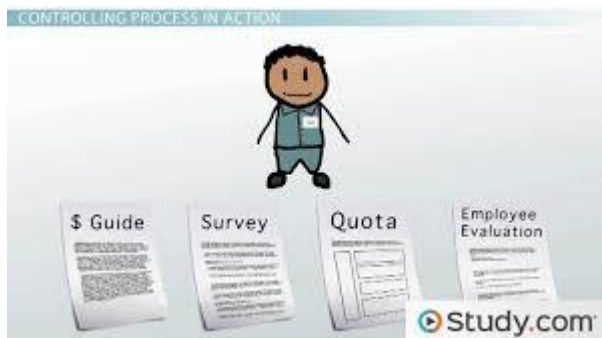




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Retrieved from: <https://study.com/academy/lesson/controlling-as-a-function-of-management.html>

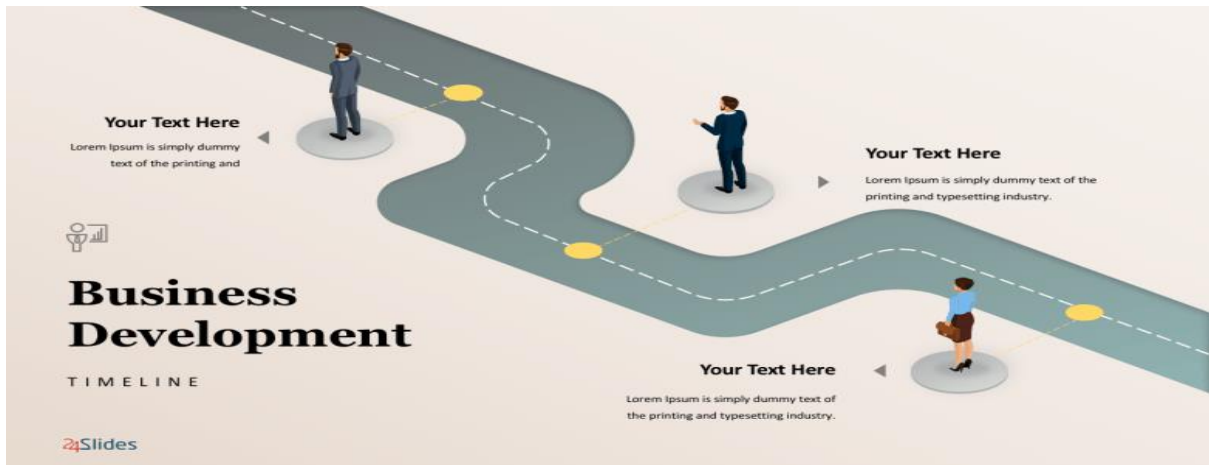






## What I Can Do

Apply your understanding of the lesson through creating a roadmap of success starting today, and your plans in life after senior high school (follow the roadmap of success template below). Draw a roadmap template. See sample below.



Source: <https://www.youtube.com/watch?v=fK4tyKvrj04>



## Assessment

- I. Read and carefully understand each statement. Choose the letter of your choice below. (write the answer in your notebook)
- This refers to influencing or motivating subordinates to do their best so that they would be able to help the organization's endeavor to attain their set goals.
    - Planning
    - Leading
    - organizing
    - controlling
  - It is the process of evaluating and, if necessary, correcting the performance of the individuals or work groups or teams to ensure that they are all working toward the previously set goals and plans of the organization.
    - Planning
    - Controlling
    - staffing
    - leading



3. It is the process of determining the organization's goals or performance objectives, defining strategic actions that must be done to accomplish them, and developing coordination and integration activities.
  - a. Controlling
  - b. Staffing
  - c. Planning
  - d. leading
4. This involves filling in the different job positions in the organization's structure; the factors that influence this function include: size of the organization, types of jobs, number of individuals to be recruited and some internal or external pressures.
  - a. Staffing
  - b. Leading
  - c. organizing
  - c. planning
5. Use for assigning tasks, setting aside funds, and bringing harmonious relations among the individuals and work groups or teams in the organization.
  - a. Planning
  - b. Controlling
  - c. leading
  - d. organizing

II. Fill in the blank by choosing the correct word inside in the box

Planning	Efficiency	Staffing
Organizations	evaluating	overseeing

6. Management Functions is needed in order to accomplish the management process of coordinating and overseeing the work performance of individuals working together in \_\_\_\_\_
7. A character of being able to yield the maximum output from a minimum amount of input.
8. Controlling is the process of \_\_\_\_\_ and correcting the performance of the individuals or work groups or teams to ensure that they are all working toward the previously set goals and plans of the organization.
9. Management is the process of coordinating and \_\_\_\_\_ the work performance of individuals working together in organizations, so they could efficiently accomplish their chosen aims or goals.
10. Involves determining the organization's goals or performance objectives, defining strategic actions that must be done to accomplish them, and developing coordination and integration activities.



## Additional Activities

### APPLICATION AND CONCEPTUALIZATION OF MANAGEMENT TO LIFE:

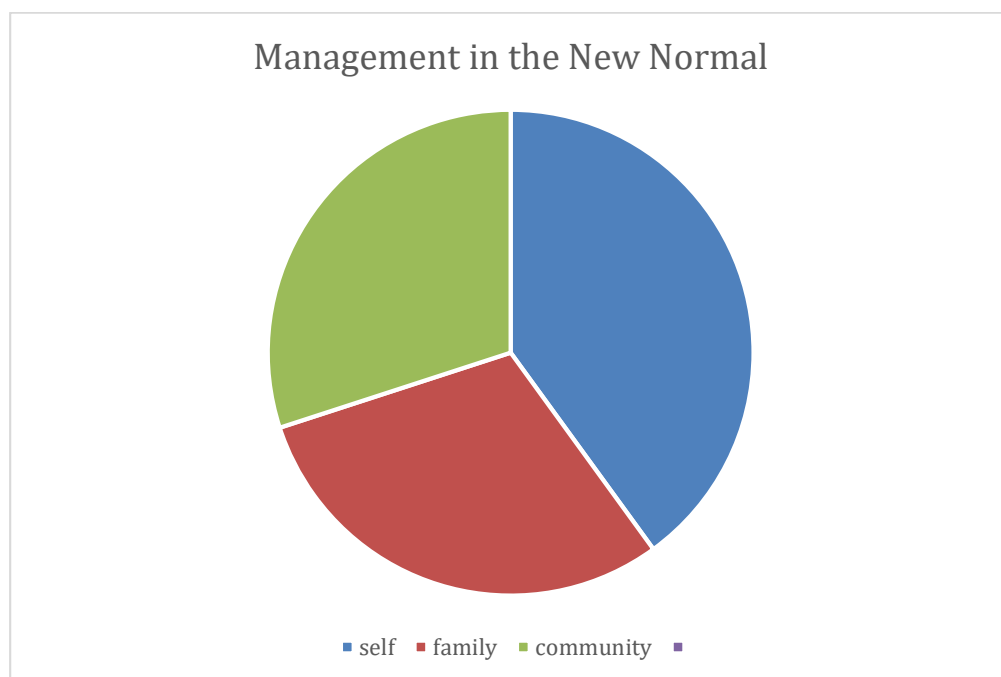
Activity:

How can we apply organization and management at home in the practice of the New Normal System that the community is facing for the next 2 to 3 years? Fill in the data of the given chart corresponding to the area of concentration for the given aspects of relationship. Sample given below:

Self: Time and effort of management – 40%

Family: Time and effort of management – 30%

Community: Time and effort of management – 30%



Write a short description and discussion on the given area management:

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Rubrics for Criteria:

<b>Scoring Rubric</b>	
<b>Points</b>	<b>Description</b>
4	<ul style="list-style-type: none"> <li>• Students understanding of concept is clearly evident</li> <li>• Student uses effective strategies to get accurate results</li> <li>• Student uses logical thinking to arrive at conclusion</li> </ul>
3	<ul style="list-style-type: none"> <li>• Students understanding of the concept is evident</li> <li>• Student uses appropriate strategies to arrive at a result</li> <li>• Student shows thinking skills to arrive at conclusion</li> </ul>
2	<ul style="list-style-type: none"> <li>• Students has limited understanding of the concept</li> <li>• Student uses strategies that are ineffective</li> <li>• Student attempts to show thinking skills</li> </ul>
1	<ul style="list-style-type: none"> <li>• Students has a complete lack understanding of concept</li> <li>• Student makes no attempt to strategy</li> <li>• Student shows no understanding</li> </ul>

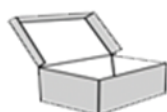
Self - Rating: \_\_\_\_\_

Teachers Rating: \_\_\_\_\_

## Lesson

# 2

## Theories of Management



### What I Need To Know

This lesson will discuss the theories of management, theories help you understand manager's experiences by using research and observable facts. Management is the act of supervising and directing people, tasks, and things. In this lesson, you will understand that management theory is a collection of understandings and findings that help managers best support their teams and goals.





## What I Know

Read and understand each statement carefully. Draw a happy face 😊 if the statement is TRUE and sad face ☹️ if the statement is FALSE.

1. Management theory makes use of the step by step, scientific methods for finding the single best way of doing a job.
2. Total Quality Management is a management philosophy that focuses on the satisfaction of customers, their needs, and expectations.
3. The Organizational Behavior (OB) approach involves the study of the conduct, demeanor, or action of people at work.
4. Division of work and responsibility almost equally between management and workers is General Administrative Theory.
5. The Americans immediately take the idea of Total Quality Management since they were enjoying the supremacy in the global market at the time.



## What's In

Complete the statement below:

1. The definition of Management for me is \_\_\_\_\_
2. The clearest point of the lesson in Nature and Concept of management for me was \_\_\_\_\_ because \_\_\_\_\_.
3. The most useful or meaningful thing I learned from the Nature and Concept of management was \_\_\_\_\_ because I will use those in my daily lives.
4. I prepared/planned to \_\_\_\_\_ to achieve my goals and objectives in life.
5. What I liked best that helped me learn to understand the lesson was \_\_\_\_\_.



## What's New

Identify five (3) tasks performed by the persons working in shoe manufacturing during the old times and tasks performed in the modern times

<b>Persons Involve</b>	<b>Tasks/Responsibilities In the old times</b>	<b>Tasks/Responsibilities In the modern times</b>
Example: Shoe designer	Designing shoes using traditional materials like: manila paper, cartolina, pencil and scissor	Designing shoes using computer and other automated designing machine
1.		
2.		
3.		



## What is It?

The following definition of terms may help you understand the topic:

**Management theories** – theories that help improve the management process

**Management Process** – the coordinating and overseeing of the work performance of individuals working together in organizations so that they could efficiently and effectively accomplish their chosen goals

Evolution was a slow stage of growth and development, starting from simple to more complex forms. This could be applied to management theories which have evolved from simple improvement of work methods to more complex ones which focus not only on work method improvement, but also on customer satisfaction and the conduct of people at work



Management theories help organizations to focus, communicate, and evolve. Using management theory in the workplace allows leadership to focus on their main goals. When a management style or theory is implemented, it automatically streamlines the top priorities for the organization. Management theory also allows us to better communicate with people to work with which in turn allows us to work more efficiently. By understanding management theory, basic assumptions about management styles and goals can be assumed and can save time during daily interactions and meetings within an organization.

Early management theories base leadership on a system of reward and punishment. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.

Studying the evolution of management theories will help you understand the beginning of present-day management practices; why some are still popular and why others are no longer in use; and why the expansion and development of these theories are necessary in order to adapt to the changing times. Management theories include the following:

### **Scientific Management Theory**

This management theory makes use of the step by step, scientific methods for finding the single best way of doing a job. Frederick W. Taylor (1856-1915) is known as the Father of Scientific Management. While working as mechanical engineer in a steel company in Pennsylvania in the United States of America (USA) he could not help but notice the workers' mistakes and inefficiencies in doing their routine jobs. Their lack of enthusiasm, the discrepancy between their abilities and aptitudes, and their job assignments result to low output. Because of these observations, he tried to identify clear guidelines for the improvement of their productivity.

Taylor's Scientific Management Principles (Robbins and Coulter, 2009) are as follows:

1. Develop a science for each element of an individual's work to replace the old rule of thumb method;
2. Scientifically select and then train, teach, and develop the workers;
3. Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed; and
4. Divide work and responsibility almost equally between management and workers.





## General Administrative Theory

The general Administrative Theory concentrates on the manager's functions and what makes up good management practice or implementation. Henri Fayol (1841-1925) and Max Weber (1864-1920) are the personalities most commonly associated with it. Fayol's century writings were concerned with managerial activities which he based on his actual experience as a managing director in a big coal mining company. He believed that management is an activity that all organizations must practice and viewed it as separate from all other organizational activities such as marketing, finance, research and development and others. Weber, a German sociologist wrote in early 1900s that ideal organizations, especially large ones, must have authority structures and coordination with others based on what he referred to as bureaucracy. Present-day organizations still make use of Weber's structural design.

Table 1.1 Fayol's and Weber's contributions to General Administrative Theory

Henri Fayol's Management Principles	Weber's Bureaucracy
1. Work division or specialization	<p>According to Weber, bureaucracy is an organizational form distinguished by the following components:</p> <ul style="list-style-type: none"><li>• Division of labor</li><li>• Hierarchical identification of job positions</li><li>• Detailed rules and regulations</li><li>• Impersonal connections with one another</li></ul>
2. Authority	
3. Discipline	
4. Unity of Command	
5. Unity of direction	
6. Subordination of individual interest to general interest	
7. Remuneration/pay	
8. Centralization	
9. Scalar chain of authority	
10. Maintenance of order	
11. Equity/fairness	
12. Stability/security of tenure of workers	
13. Employee initiative	
14. Promotion of team spirit or esprit de corps	



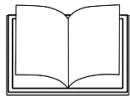
## Total Quality Management (TQM)

**Total Quality Management** is a management philosophy that focuses on the satisfaction of customers, their needs, and expectations. Quality experts W. Edwards Deming (1900-1993) and Joseph M. Juran (1904-2008) introduced his customer-oriented idea in the 1950s, however, the concepts had few supporters. The Americans did not immediately take the idea since the US was enjoying supremacy in the global market at the time. Japanese manufacturers took notice of it and enthusiastically experimented on its application. When the Japanese firms began to be recognized for their quality products, Western managers were forced to give a more serious consideration of Deming's and Juran's modern management philosophy that eventually became the foundation of today's quality management practices.

<b>Deming's 14 Points for Top Management</b>	<b>Juran's Fitness of Quality</b>
1. Create constancy of purpose for improvement of products and services	1. Quality of Design-through market research, product, and concept
2. Adopt the new TQM philosophy	2. Quality of Conformance- through management, manpower, and technology
3. Cease dependence on mass inspection by doing things right and doing it right the first time.	3. Availability- through reliability, maintainability, and logistic support
4. End the practice of awarding business on the basis of price tag alone.	4. Full Service- through promptness, competence, and integrity
5. Constantly improve the system of production and services.	<b>Juran's Quality Planning Roadmap</b>
1. Institute training	1. Identify your customers.
1. Adopt and institute leadership	2. Determine their needs.
1. Drive out fear.	3. Translate them into one's language
2. Break down barriers between staff areas.	4. Develop a product that can respond to needs.
3. Eliminate slogans, focus on correction of defects in the system	5. Develop processes which are able to produce those product features.
4. Eliminate numerical quota for the work force.	6. Prove that the process can produce the product.
5. Remove barriers that rob people of "pride of workmanship".	7. Transfer the resulting plans to the operating forces
6. Encourage education and self-improvement for everyone.	
7. Take action to accomplish the transformation.	



**The Organizational Behavior** (OB) approach involves the study of the conduct, demeanor, or action of people at work. Research on behavior helps managers carry out their functions which is leading, team building, resolving conflict and others.



## What's More

Complete the sentence below by choosing the CORRECT word/phrase in box

General Administrative Theory

Scientific methods

Growth and development

Scientific Management

Management Theories

1. Evolution is usually defined as slow stages of \_\_\_\_\_.
2. Management theory makes us of the step-by-step, \_\_\_\_\_ for finding the single best way for doing a job.
3. Frederick W. Taylor is known as the father of \_\_\_\_\_.
4. \_\_\_\_\_ help improve the management process.
5. The \_\_\_\_\_ concentrates on the manager's functions and what makes up good management practice or implementation.



## What I Have Learned

Name the four (4) Management Gurus and describe their Management Theories.

- 1.
- 2.
- 3.
- 4.





## What I Can Do

Give a product that you love most and identify at least five (5) qualities that satisfy your strong desire for acquiring it.

Name of Product: \_\_\_\_\_

Qualities of product that satisfies my strong desires for acquiring it

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



## Assessment

Identify the gurus postulated the Management Principles

- \_\_\_\_\_ 1. Arranged work division or specialization
- \_\_\_\_\_ 2. Stability/security of tenure of workers
- \_\_\_\_\_ 3. Constantly improve the system of production and services
- \_\_\_\_\_ 4. Quality of design through market research, product, and concept
- \_\_\_\_\_ 5. Hierarchical identification of job positions
- \_\_\_\_\_ 6. There should be a detailed rules and regulations
- \_\_\_\_\_ 7. Centralization in the organization
- \_\_\_\_\_ 8. There should be equity and fairness in the treating employees
- \_\_\_\_\_ 9. Adopt the new Total Quality Management philosophy
- \_\_\_\_\_ 10. Develop a product that can respond to the needs of the customers.





## Additional Activities

Discuss and relate strategically the given picture below which resulted from employers' traditional practice of hiring personnel who are just willing to do the job and without taking into consideration the needed essential skills of their employees.



Source: <https://www.youtube.com/watch?v=fK4tyKvrj04>

Write your own reflection using the given guide questions for the construction of ideas:

1. What could happen to the work organization if these problems persist?
2. Are there solutions to resolve existing problems or preventions that you can suggest?

**Name:**

**Section:**

**Checklist for students score:**

	5pts	3pts	2pts
<b>Content</b>	Ideas has exact relevance to theories of management	Ideas has enough relevance to theories of management	Ideas has insufficient relevance to theories of management
<b>Relevance</b>	Ideas has exact relevance to the general concept	Ideas has enough relevance to the general concept.	Ideas has insufficient relevance to the general concept.
<b>Organization</b>	Organization of thoughts is difficult to understand.	Organization of thoughts is difficult to understand.	Organization of thoughts is difficult to understand.

**Total Score:**





## References

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<https://courses.lumenlearning.com/wm-organizationalbehavior/chapter/history-of-management-theory>



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