

# INTRODUCTION

The term management is made by combining the terms **MANAGE+MEN+T** which mean managing the men tactfully to achieve the goals.

**Management** (or **managing**) is the administration of an organization, whether it is a business, a not-for-profit organization, or government body. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. The term "management" may also refer to those people who manage an organization - individually: **managers**.

The concepts of management have evolved with the evolution in the business world. Management is considered as a factor of production and this factor is sure to be changed with the change in the nature of business.

The changing concepts of management have a common feature that professionalism in management is becoming more and more popular and essential. Modern management theories are not obviously throwing away the concepts of the earlier management authorities but new dimensions are being added to it with the onward march of management.

Management is functional as well as intellectual exercise. It is a process to coordinate different functions, to achieve the predetermined goals of the organization. Management has to be learnt as a discipline and management denotes the personnel in authority who think and control. It gives birth to an organization through planning and continues to exist with the organization to keep it alive through control mechanism.

Management is thus a central directing and controlling agency where collective efforts are needed to achieve the objectives through mutual cooperation of different groups of people engaged in an organization. The concepts of management lead us to conceive that management is a process, managers are an integral part of the organization and management is a body of knowledge about the activity of managing.

## MEANING

Management is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management's primary function is to get people to work together for the attainment of an organization's goals and objectives. In simple words, the process of collecting the different types of resources, coordinating them and implementing them in the proper way to achieve the predetermined goals of the organization is known as management.

## **Nature of Management**

- 1. Defined object:** The object of management is to achieve the desired goal of the organization. Effective management is always management by objectives (Theo Haimann). Terry also is of the opinion that without definite objectives, effective management cannot be enforced.
- 2. All-level activity:** In management there is different levels— top, middle, lower etc. At all these levels, besides carrying out the orders of the higher management, every management level has its own decision—making powers. So, management characterizes activities at all levels.
- 3. Combined effort:** A manager, however efficient he may be, cannot do everything alone without the assistance of others. He needs others to assist him. Management is a group effort. Management personnel as a team work to achieve the predetermined goals of the organization.
- 4. Manager-ship is not usually ownership:** Usually managers are not owners but employees but ownership may not be separate from manager-ship. Owners themselves may undertake management.
- 5. Management is a social process:** Management is primarily concerned with the human aspect of production. It deals with people and, as such, it is a social process.
- 6. Both an art and science:** Elements of art and principles of science are inherent in management.
- 7. All level needs:** Management is all pervasive. At all levels of running an organization, management is needed. Highest as well as lowest levels of the process of operation, managerial functions are required to keep the enterprise to attain efficiency and to reach the objectives.
- 8. Invisibility:** Management is a continuing force; though not so visible it can be felt. Success of an organization can well be understood is the result of management being active at all levels.
- 9. Knowledge, skill and practice:** Management needs knowledge, skill and practice to attain efficiency and a good management is manned by persons who possess special knowledge, skill and continuous practice.
- 10. System of authority:** Management implies a system equipped with authority the enforcement of which leads the organization to its goal.
- 11. Professional trait:** Management has the characteristics of professionalism. Now-a-days job of a manager becomes a professional job.

## Process of Management

- 1) Planning
- 2) Organization
- 3) Staffing
- 4) Directing
- 5) Controlling



### 1. PLANNING

Planning is a basic managerial function. Planning helps in determining the course of action to be followed for achieving various organizational objectives. It is a decision in advance, **what to do, when to do, how to do and who will do** a particular task. Planning is a process which involves thinking before doing. Planning is concerned with the mental state of a manager. He thinks before undertaking a work. Other functions of management such as organizing, staffing, directing, coordinating and controlling are also undertaken after planning.

Planning is a process of looking ahead. The primary object of planning is to achieve better results. It involves the selection of organizational objectives and developing policies, procedure, programmes, budgets and strategies. Planning is a continuous process that takes place at all levels of management. A detailed planning is done in the beginning but the actual performance is

reviewed and suitable changes are made in plans when actual execution is done. Plans may be of many kinds, such as short range plans, medium range plans, long range plans, standing plans, single use plans, strategic plans, administrative plans and operational plans.

**Process of planning involves following steps:**

- 1) Setting-up of the objective
- 2) Developing premises
- 3) Listing the various alternatives for achieving the objectives
- 4) Evaluation of different alternatives
- 5) Selecting an alternative
- 6) Implement the plan
- 7) Follow-up

## **2. ORGANISING**

Every business enterprise needs the services of a number of persons to look after its different aspects. The management way sets up the objectives or goals to be achieved by its personnel. The energy of every individual is channelized to achieve the enterprise objectives.

The function of organizing is to arrange, guide, co-ordinate, direct and control the activities of other factors of production, viz., men, material, money and machines so as to accomplish the objectives of the enterprise.

Organizing can be defined as “Identifying and grouping different activities in the organization and bringing together the physical, financial and human resources to establish most productive relations for the achievement of specific goal of organization.”

In the words of Henry Fayol, organizing is “to organize a business is to provide it with everything useful to its functioning: raw materials, machines and tools, capital and personnel.”

The process of organizing consists of following steps:

- 1) To identifying the work to be performed;
- 2) To classify or group the work;
- 3) To assign these groups of activities or work to individuals;
- 4) To delegate authority and fix responsibility; and

- 5) To co-ordinate these authority-responsibility relationships of various activities.

### 3. STAFFING

After planning and organizing, the next function of managers is to perform staffing function. The success of an organization depends upon the effective utilization of human resources. So, hard working efficient people are the most important asset of an organization. The key to success of an organization is right person at the right job position. Staffing function of management is concerned with bringing right and efficient people in the organization. Through staffing function managers fill all the jobs created by organizing function.

“Staffing consists of manpower planning, recruitment, selection, training, compensation, promotion and maintenance of managerial personnel.” It involves **finding the right person for the right job having the right qualification, doing the right job at the right time.**

Staffing has been defined as “*a managerial function of filling and keeping filled positions in the organization structure.*” This is achieved by identifying number of employees required followed by recruitment, selection, placement, promotion, appraisal and development of personnel to fill the roles designed into the organization structure.

#### **Staffing consists of the following:**

- 1) Manpower planning, i.e., assessing manpower requirements in terms of quantity and quality.
- 2) Recruitment, selection and training;
- 3) Placement of man power;
- 4) Development, promotion, transfer and appraisal;
- 5) Determination of employee remuneration.

### 4. DIRECTING

Directing function of management is concerned with instructing, guiding, inspiring and motivating the employees in the organization so that their efforts result in achievement of organizational goals.

After planning, organizing and staffing, the manager has to guide and supervise his subordinates. According to Massie, “Directing concerns the total manner in which a manager influences the actions of subordinates. It is the final action of a manager in getting others to act after all preparations have been completed.” Directing is a continuous function and is performed at all levels of management.

**The main activities involved in direction are as follows:**

- a) **Leadership** is a process of influencing the behavior of people at work towards the achievement of specified goal.
- b) **Communication** can be defined as transmission or exchange of ideas, views, message, information or instructions between two or more persons by different means.
- c) **Motivation** is the psychological process of creating urge among the subordinates to do certain things or behave in the desired manner.
- d) **Supervision** means instructing, guiding, monitoring and observing the employees while they are performing jobs in the organization.

## **5. CONTROLLING**

Controlling is very important managerial function. Controlling can be defined as “comparison of actual performance with the planned performance, if necessary, applying corrective measures so that the performance takes place according to plans.” Control is essential for achieving objectives of an enterprise. Control is the process which enables management to get its policies implemented and take corrective actions if performance is not according to the pre-determined standards.

It is not the last function of management but it is the function which brings back the management cycle to planning. If planning is the beginning of the management process, controlling may be said to be the final stage. If planning is looking ahead, controlling is looking back. Control is not possible without planning and planning is meaningless without control. Control is a line function and executives at various levels of management continuously assess the performance of their subordinates. The main purpose of control is to see that the activity is achieving the desired results.

**The process of controlling involves the following steps:**

- 1) Establishing standards of performance
- 2) Measuring actual performance
- 3) Comparing the actual performance with the standard
- 4) Finding variances or deviations
- 5) Taking corrective measures