

UNIT-1

1. Define Management. Describe the nature of the management with its characteristics.

Ans: Management is the process of planning, organizing, leading, and controlling resources (such as people, financial, materials) in an organization to achieve goals and objectives.

NATURE OF MANAGEMENT:

- Multidisciplinary.
- Dynamic nature of principles.
- Relative not absolute principles.
- Management – science or art.
- Universality of management.

CHARACTERISTICS OF MANAGEMENT:

- It should be stable.
- It should be applicable to all kinds of organizations.
- It is transparent.
- Its approaches are very clear and goal oriented.
- It should be simple yet effective.
- It should have well defined goals.
- It should have good planning, organizing, staffing, directing and controlling functions.

2. List the levels of Management.

Ans: Top Management, Middle Management and Supervisory/Lower Level



Top level management determines goals and objectives. It performs overall planning, organizing, staffing, directing and controlling. It integrates organization with environment, balances the interest groups and is responsible for overall results.

Middle management stands between top management and supervisory management level. Middle level management establishes programs for department and carries out functions for

achieving specific goals. The other functions of middle level management are training and development of employees, integrating various parts of the department.

Supervisory management is concerned with efficiency in using resources of the organization. A supervisor is an executor of policies and procedures making a series of decisions with well-defined and specified premises.

3. Explain any two “Modern Management Approaches”.

Ans:

Behavioural Approach:

- Behavioural Scientists encourage self-direction and control instead of imposed control.

Quantitative Approach:

- Provide tools and techniques for making objectively rational decisions.
- Reasonable, unemotional and scientific approach.
- This approach is widely used in planning and control activities where problems can be defined in quantitative terms.

Systems Approach:

- An organization is also a system composed of four independent parts namely, task, structure, people and technology.
- A system can be open or closed system. In open system, a system interacts with surrounding. An organization is open system because it interacts with it.

Contingency Approach:

- This approach suggests that the task of managers is to identify which technique in a situation best contribute to the attainment of goals.
- Managers therefore have to develop a sort of situational sensitivity and practical selectivity.

4. Explain the nature and importance of planning.

Nature of planning:

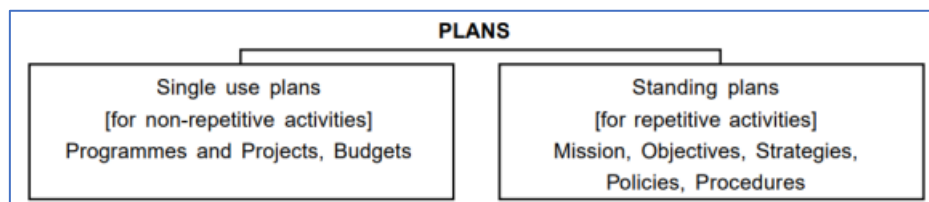
- Planning: A Rational Approach.
- Planning: An Open System Approach.
- Flexibility of Planning.
- Pervasiveness of Planning.

IMPORTANCE OF PLANNING:

- Primacy of planning.
- To minimize risk and uncertainty.
- To focus attention on objectives.
- To facilitate control.
- To increase organizational effectiveness.

5. Distinguish between types of plans with brief note. Write the steps involved in planning process.

Ans:



A **single use plan** is a plan that is created for a specific purpose or event and is only used once. An example of a single use plan would be a plan for a one-time event such as a wedding or a special project at work.

A **standing plan**, on the other hand, is a plan that is established for ongoing or recurring events or activities. These types of plans are used repeatedly and are usually updated or adjusted as needed. Examples of standing plans include a marketing plan for a business or a budget plan for a household.

STEPS IN PLANNING/PLANNING PROCESS:

- Establishing goals/objectives.
- Establishing planning premises.
- Deciding the planning period.
- Identification of alternatives.
- Evaluation and selection of alternative.
- Developing derivative/supportive plans.
- Taking action.
- Measuring and controlling the process.

6. Justify 'Organization Structure' suffices most of the purposes of organizing.

- An organization structure shows the authority and responsibility relationship between the various positions of the organization by showing who reports to whom.
- It is a set of planned relationships between groups of related functions and between physical factors and personnel required for the achievement of organizational goal.
- The structure of an organization is generally shown on the organization chart or a job task pyramid.
- It shows the authority and responsibility relationship between various positions in the organization.
- A good organization structure should not be static but dynamic.
- It should be subject to change from time to time in the light of changes in the business environment.

7. Explain the Management cycle / functions.

Planning:

- The management function that assesses the management environment to set future objectives and map out activities necessary to achieve those objectives.
- To be effective, the objectives of individuals, teams, and management should be coordinated to support the firm's mission.

Organizing:

- The management function that determines how the firm's human, financial, physical, informational, and technical resources are arranged and coordinated to perform tasks to achieve desired goals.

Leading:

- The management function that energizes people to contribute their best individually and in cooperation with other people.

Controlling:

- The management function that measures performance, compares it to objectives, implements necessary changes, and monitor's progress.
- Many of these issues involve feedback or identifying potential problems and taking corrective action.

Staffing:

- Staffing involves managing various positions of the organizational structure. It involves selecting and placing the right person at the right position.

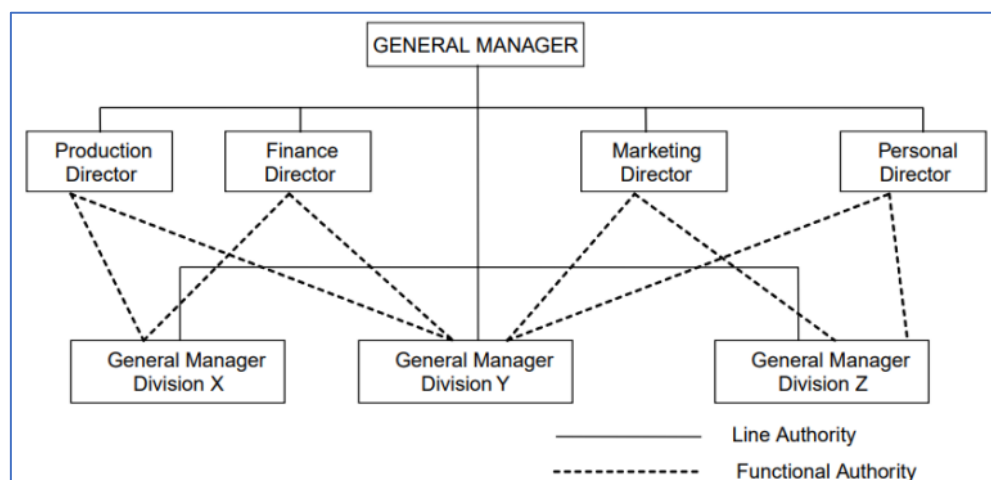
Directing:

- Planning, organizing and staffing functions are concerned with the preliminary work for the achievement of organizational objectives. The actual performance of the task starts with the function of direction.

8. Explain Functional Organization.

Ans:

- Functional organization is a type of organizational structure in which a company is divided into different departments or functions, such as marketing, finance, and operations.
- Each department is responsible for a specific function and reports to a higher-level manager.
- This structure is typically used by organizations that have a clear division of labour and a well-defined product or service.
- It is efficient for companies that need to focus on specific tasks, but it can also be inflexible and slow to adapt to change.



The advantages of functional organization:

- Specialization.
- Reduces the burden on the top executives.
- Offers greater scope for expansion.
- A functional manager is required to have expertise in one function only. This makes it easy for executive development.

Disadvantages:

- Violates principles of unity of command.
- The operation of functional organization is too complicated.
- It develops specialists rather than generalists.
- Lack of coordination among functional executives which delays decision making.

9. Explain Line and Staff Organization.

Ans:

- In order to reap the advantages of both line organization and functional organization, a new type of organization is developed i.e., line and staff organization.
- In line and staff organization, the line authority remains the same as it does in the line organization. Authority flows from top to bottom.
- In addition, the specialists are attached to line managers to advise them on important matters.
- These specialists stand ready with their speciality to serve line men as and when their services are called for to collect information and to give help which will enable the line officials to carry out their activity better.
- The staff officials do not have any power of command in the organization as they are employed to provide expert advice to the line manager.
- In most of the organization, staff investigates and supplies information and recommendations to managers who takes decision.
- Specialized staff positions are created to give counsel and assistance in each specialized field of effort.

