

IMPORTANCE OF MANAGEMENT

- ▶ Skill set
- ▶ Tool set
- ▶ Mind set.

Program outcomes

1. Engineering knowledge.2.Problem analysis 3. design and development of solutions 4.Conduct investigation of complex problems
- 5.Modern tool usage 6.Engineer and society.7.Environment and sustainability.8.Ethics. 9.Individual and team work.10 Communication
- 11.Project management and finance. 12. Life long learning.

MANAGEMENT: INTRODUCTION

- ▶ 1. Management is a critical element in the economic growth of the country.
- ▶ Brings together four factors of production.
- ▶ M-Men, M-Money, M-Material, M-Machines.
- ▶ 2. Management is essential in all organized efforts, be it business activity or any other activity. It is essential activity of educational, social, military, and government organization.
- ▶ 3. Management is the dynamic, life giving element in the organization.

Definition(MEANING) of management

- ▶ Mary parker Follet “art of getting things done through people.
- ▶ George R. Terry “Management as a process consisting of Planning, Organizing, actuating and Controlling, performed to determine and accomplish the objectives by the use people and resources.
- ▶ Newman and Summer recognize only four functions.
- ▶ Planning, Organising, Leading and Controlling.
- ▶ Henri Foyal : Planning, Organising, Commanding, Coordinating and Controlling.
- ▶ POSDCORB: Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting.

Definition(MEANING) of management

- ▶ Henri Foyal “ MANAGEMENT IS CONDUCT OF BUSINESS AFFAIRS, MOVING TOWARDS ITS OBJECTIVES THROUGH A CONTINUOUS PROCESS OF IMPROVEMENT AND OPTIMIZATION OF RESOURCES.”
- ▶ KOONTZ “ MANAGEMENT IS THE PROCESS OF DESIGNING AND MAINTAINING AN ENVIRONMENT IN WHICH INDIVIDUALS, WORKING TOGETHER IN GROUPS, EFFECTIVELY ACCOMPLISHING SELECTED AIMS.

NATURE AND CHARACTERISTICS OF MANAGEMENT

- ▶ IT SHOULD BE APPLICABLE TO ALL KINDS OF ORGANIZATIONS.
- ▶ IT SHOULD HAVE WELL DEFINED GOALS, AND EFFECTIVE MEANS TO ACCOMPLISH THE GOALS.
- ▶ IT SHOULD HAVE GOOD PLANNING, ORGANIZING, STAFFING, DIRECTING AND CONTROLLING FUNCTIONS.
- ▶ IT SHOULD BE RESPONSIVE TO MANY EXTERNAL ELEMENTS LIKE ECONOMIC, TECHNOLOGICAL, SOCIAL, POLITICAL AND ETHICAL FACTORS THAT AFFECT THE AREAS OF OPERATIONS.
- ▶ IT SHOULD BE STABLE, TRANSPARENT, SIMPLE AND EFFECTIVE.

Management Functions or the Process of Management

- ▶ Planning.: What should be done?, Preparing for the future.
- ▶ Decide about business objectives and method of achieving it.
- ▶ Planning carried out at all levels.
- ▶ Organising: Provide everything which is useful to the organization.
- ▶ Personnel, raw materials, tools, capital (human organization and material organization).
- ▶ Staffing: Right person for the right job.

Controlling

- ▶ Establishing standards of performance.
- ▶ Measuring current performance and comparing it against the established standards.
- ▶ Taking action to correct any performance that does not meet the standards.

Directing

- ▶ This function is known by various names “leading, “directing”, “ Motivating”, actuating ...ETC...
- ▶ Directing involves three sub functions -Communications, leadership and motivation.
- ▶ Financial motivation takes the form of salary, bonus, profit sharing, etc
- ▶ Non financial motivation takes the form job security, opportunity for advancements, recognition, praise etc.

INNOVATION

- ▶ It is not only necessary for an organization to grow bigger, but also better.
- ▶ Innovation means creating new ideas which may result in the development of new products/services or finding new uses for the old products.
- ▶ Sometimes innovation is considered not as function but part of planning.

Representation

- ▶ Manager is also required to spend part of his time in representing his organization before various outside groups which has stakes in the organization.
- ▶ These stake holders can be government officials, labor unions, financial institutions, suppliers, customers, etc.
- ▶ Manager must win their support by effectively managing the social impact of his organization.

Management- Science or art

- ▶ “Science” is used to denote two types of systematic knowledge-natural or exact and behavioral or inexact.
- ▶ Management is not like the exact or natural sciences such as physics, chemistry, etc.
- ▶ We can place management in the category of behavior science.

Management- Science or art

► We can call a discipline a science if it is

1. Methods of enquiry are systematic and empirical;

systematic means orderly and unbiased

2. Information can be ordered and analysed;

All scientific information collected first as raw data is finally ordered and analysed with the help of statistical tools. It becomes communicable

3. Results are cumulative and communicable.

Science is also cumulative in that what is discovered is added to that which has been found before.

MANAGEMENT PRINCIPLES CULTURE BOUND?

- ▶ Management theory, concepts and principles remain the same everywhere, however different cultures may give rise to different management practices or techniques

Management is an Art

- ▶ Under “Science” one normally learns the “ why “ of a phenomenon under “ Art” one learns How of it.
- ▶ Management in this sense is more of an art. It is the art of getting things done through others in dynamic and mostly non-repetitive situations.
- ▶ Knowledge of management theory and principles is indeed a valuable aid and kit of the manager but it cannot replace his other managerial Skills and qualities

In this sense, management is an art. It is like the art of a musician or the art of a painter who seeks to achieve the desired effect with color instruments, but mainly with his own skill. He does not copy the skills of others

Management- Science or art

- ▶ we may thus conclude that management involves both elements-while certain aspects of management makes it science, certain others which involve application of skill make it an art

Management and administration

- ▶ ACCORDING TO PETER DRUCKER:
- ▶ THE GOVERNANCE OF NON-BUSINESS INSTITUTIONS(SUCH AS GOVERNMENT, ARMY, RELIGIOUS INSTITUTIONS LIKE TEMPLES) IS GENERALLY CALLED ADMINISTRATION WHILE GOVERNANCE OF BUSINESS ENTERPRISES IS CALLED MANAGEMENT.
- ▶ A MANAGER OF BUSINESS ENTERPRISE MUST ALWAYS, IN EVERY DECISION AND ACTION MUST THINK OF ECONOMIC CONSEQUENCES FIRST. ON THE OTHER HAND, IN GOVERNING NON- BUSINESS INSTITUTIONS, THE ECONOMIC CONSEQUENCES OF DECISIONS ARE ONLY SECONDARY FOR THE ADMINISTRATOR.
- ▶ FOR EXAMPLE, THE CHIEF OF STAFF OF A MILITARY ORGANISATION HAS TO PUT MILITARY SECURITY FIRST AND ECONOMIC CONSIDERATION NEXT.

Management and administration

- ▶ Differing views
- ▶ Administration is top level function which centers around the determination of plans, policies, and objectives of business enterprise. Management is a lower level function which is concerned with the execution and direction of policies and operations.
- ▶ Each manager performs both activities and spends part of his time administering and part of his time managing.
- ▶ Top level more time is spent administrative activity and as one moves down in the organization more time is spent in management activity.

Roles of a manager.

- ▶ INTER PERSONAL ROLES.
- ▶ INFORMATION ROLES.
- ▶ DECISIONAL ROLES.

Roles of a manager.

Mintzberg roles of manager

Interpersonal roles

Figure head.

Leader.

Liaison

Informational roles

Monitor

Disseminator.

Spokes person

cont'd

Decision roles

Entrepreneur

Disturbance handler.

Resource Allocator

Negotiator

Managerial skills

- Skill is an individual's ability to translate knowledge into action.
- Manager should possess three major skills.

Conceptual skills.

Human relations skill.

Technical skills

Conceptual skill

- ▶ It is managers ability to conceptualize the environment, the organization, and his own job.
- ▶ So that he can set appropriate goals for his organisation. For himself and for his team.
- ▶ This skill seems to increase in importance as a manager moves up to higher positions of responsibility in the organization.

Technical skill

- ▶ It refers to a person's knowledge and proficiency in any type of process or technique.
- ▶ In higher functional positions, such as the position of a marketing manager or production manager, the conceptual component, related to these functional areas becomes more important and the technical component becomes less important.

Human relations skill

- ▶ Is the ability to interact, effectively with people at all levels.
- ▶ Ability to recognize the feelings and sentiments of others:
- ▶ To judge the possible reactions to, and outcomes of various course of actions he may undertake
- ▶ To examine his own concepts and values which may enable him to develop more useful attitudes about himself.