

Term 2 2023

1) Management can be considered both an art and a science lets understand both the terms.

Science: Management as a science means applying scientific principles to management practices. It uses a systematic, analytical and measurable approach to assess information and make decisions. It involves collecting and analyzing data to understand problems, create hypotheses, and test them.

Art: Management as an art deals with the practical, creative, and intuitive sides of managing people and organisations. It involves shaping the behaviour one behaviour of people, inspiring them, and motivating them in a way that addresses individual needs along with the needs of the organisation.

Therefore, management is both an art and a science while the scientific approach provides a framework and methodology to manage an organisation effectively, the artistic approach helps managers to handle real life situations with creativity and flexibility.

2. Management is the process of planning, organising, coordinating, leading and controlling the resources of an organisation in order to achieve its objectives, below are some functions of management.

i) Planning

Planning is the starting point at all times. planning is foreseeing, examining the future, deciding what needs to be achieved and developing a plan of action. planning involves the setting of objectives (what to do), formulation of a strategy (how to do) and implementation of a strategy (when) to achieve the set objectives.

(ii) Organising
Organising involves the linking of activities, identifying decisions and relationships required in the organisation, classifying and dividing work, creating the organisation's structure, and selecting staff to implement management strategies.

(iii) Coordinating
Coordination involves the unifying and harmonisation of all activities and efforts of the organisation to facilitate its work and success. It involves balancing and maintaining the team by ensuring a suitable division of work and seeing that the tasks are performed in harmony and not in conflict.

(iv) Leading
Management coordinates the activities of the organisation's people and guiding their effort towards the goals and objectives of the organisation. This involves the process of leadership and choice of an appropriate form of action and behaviour.

v Controlling
After planning, organising and coordination the various work process, it is important that an evaluation is undertaken to compare actual performance against the set standards.

Q 3 The essential skills of a manager shall revolve around People (human and social) skills, technical or competence skills and conceptual skills irrespective of whether the organisation is private or public. Below are the explanations

(i) Social and human skills: There are interpersonal relationships in working with and through other people and exercise of judgement. A manager requires excellent people management skills to secure the effectiveness use of human

resources in the organisation.

- (i) Technical or competence skills: The application of specific knowledge, methods and skills to implement various tasks. This type of skill is very important for those at supervisory level.
- (ii) Conceptual skills: The skill required in order to view the complexities of the operations of the organisation as a whole including external factors. As a manager climbs up the organisational ladder, a greater proportion of emphasis is likely to be placed on conceptual skills.

» However, the human and social skills remain very important at every level of the organisation because every level of management involves interactions with people. These skills can help build a positive and productive work environment, foster a sense of community and teamwork and increase employee engagement and satisfaction. Ultimately, human and social skills are essential for creating a productive and successful organisation.

Q. Managerial roles refer may be categorised into three groups. Namely interpersonal roles, informational roles and decisional roles.

» Interpersonal Roles are relations with other people arising from the managers status and authority. Here we have:

(i) Figurehead role: most basic and simple managerial role is being the public face of an organisation. e.g. the manager representing the organisation in matters of formality, ceremonial nature, signing documents.

ii) Leadership role: One of the significant roles and it involves of a manager. Due to formal authority vested in the manager there is responsibility for staffing, motivation and guidance of employees.

- iii **Liaison role**: involves relationships that the manager develops within and outside the organization thus linking the organization to its environment.
- >> **Informational Roles** relates to the sources and communication of information arising from the manager's interpersonal roles.
- (i) **Monitor Role**: identifies the manager in seeking and receiving information. The information enables the manager to develop an understanding of the working of the organization and its environment.
- ii **Disseminator role**: involves the manager in transmitting external information through the liaison role into the organization and internal information through the leader role between the subordinates, which information may be factual or value judgement.
- iii **Spokesman's Role**: involves the manager as formal authority in transmitting information to the people outside the unit such as Board of Directors or other superiors and general public.
- >> **Decisional Roles** involves the making of strategic organisational decisions on the basis of the manager's status and authority and access to information.
- i **Entrepreneurial Role**: is the manager's function to initiate and plan controlled change through exploiting opportunities or solving problems and taking actions to improve the existing situation.
- ii **Disturbance Handler Role**: involves the manager in reacting to involuntary situations and unpredictable events. The manager takes action to deal with unpredictable events.
- (iii) **Resource Allocator Role**: involves the manager in using formal authority to decide where effort will be expended and making choices on the allocation of resources such as money, time, material and staff.

W Negotiator role; participation in negotiations activities with other individuals or organisations e.g. trade unions, suppliers or customers.

Qs Many Classical Writers were concerned with the improvement of management as a means of increasing productivity through the technical structuring of the work organisation and provision of monetary incentives as a motivator for higher levels of outputs. The central theme of Taylors work was not inefficiency but the need to substitute industrial welfare by industrial harmony. Taking a closer look at the scientific management principles; Cooperation with the workers to ensure that work is carried out in the prescribed way, The division of work and responsibility between management and the workers & The scientific selection, training and development of the workers. Furthermore, Taylor sought to substitute industrial Welfare by industrial harmony through higher wages from increased output, removal of physical strain from doing work the wrong way, Development of workers and giving them opportunities to perform tasks they were capable of doing.

Summarily, The Scientific management theory has contributed to Modern day management by such practices as work's study, organisation and method, payment by results, Management by exception and production control. There is a growing recognition of the importance of employee empowerment, creativity, and innovation in today's workplace, which challenges one notion of strict adherence to standardized processes and a highly controlled work environment.

Q 6 The organisational environment refers to the internal and external factors that affect an organisation's operations. As a manager, it is essential to consider the organisational environment as it significantly influences the success or failure of the business. Below are some reasons why.

Why the organizational environment is an important factor to consider;

- i) Competitors: The presence of competitors in the market can significantly affect how a business operates. organisations must be aware of their competitors' strengths, weaknesses & strategies and adapt accordingly to stay ahead. managers must develop strategies that can help the organisation remain competitive.
- ii) Technological advancements: Technological advancements can dramatically affect how organisations operate. The rapid pace at which technology is developing requires managers to stay updated on the latest developments that can help improve organisations' operations; managers must understand the technological environment and make a conscious effort to incorporate relevant technology in the organisation.
- iii) Political and legal factors: Change in laws and regulations can affect how organisations operate and may have a direct impact on profitability. Managers must be aware of changes in the political and legal environment, as non-compliance with the relevant laws and regulations can result in significant penalties.
- iv) Economic factors: The economic environment can significantly affect how organisations operate. A recession or an economic downturn can lead to reduced consumer spending, which can affect the organisation's revenue. Managers must be aware of the economic environment and develop strategies that can help the organisation to weather such economic storms.
- v) Social factors: Changes in societal attitudes, preferences and behaviors can affect how organisations operate. Managers must be aware

of the changes in the social environment and develop strategies that can help the organisation adapt to changing consumer preferences.

In conclusion, the organisational environment has a significant impact on how a business operates. As a manager, it is essential to be aware of the internal and external factors that affect the business and develop strategies that can help the organisation adapt to changing circumstances. By doing so, managers can ensure the success of the organisation in a highly dynamic business environment.

Q7

- » They did develop new ideas concerning the importance of work groups and leadership, communication, output restrictions, motivation and job design.
- » They placed emphasis on the importance of personnel management and gave impetus to the work of the human relations relations.
- » They undoubtedly marked a significant step forward to providing a further insight into human behaviour at work and the development of management thinking.

Q8 YES

- » Bureaucratic practices provide structure and consistency to an organisation, ensuring that tasks are completed in a timely and efficient manner.
- » They help in setting up processes and procedures that ensure accountability and transparency in decision-making to avoid fraud and corruption.
- » In some industries, such as those regulated by the government, bureaucratic practices are mandatory to ensure regulation are followed and legal requirements are met as they serve as a safeguard.

against potential violations or law suits

In conclusion, while some organisation may require some level of bureaucratic practices, the extent to which they are implemented can vary based on sector, organizational structures, and objectives.

Q.9.

- (i) Classical Approach: This approach to management emphasizes efficiency and productivity in an organization. The focus is on optimizing job functions and minimizing wastage in order to increase output. Henri Fayol and Frederick Winslow are two notable pioneers of this approach not forgetting Max Weber.
- (ii) Human Relations Approach: This approach focuses on the human element of management, such as employee motivation, communication and leadership. It emphasizes a more people centric approach to management rather than focusing solely on tasks and objectives. Major contributors to this approach include Abraham Maslow and Douglas McGregor. Not forgetting Elton Mayo.
- (iii) Systems Approach: This approach views an organization as a system composed of various interrelated and interconnected parts that function together to achieve specific objectives. It emphasizes the need to understand how these parts work together in order to optimize the overall performance of the system. The founder was Ludwig Von Bertalanffy.
- (iv) Contingency Approach: This approach to management emphasizes the need to consider contextual and environmental factors when making decisions. In other words, it recognizes that there is no one-size-fits-all approach to management and different situations call for different strategies. This approach is particularly important in today's rapidly changing business environment.

Q.10

- (i) Division of labour: This principle states that work should be divided among individuals based on their skills and abilities in order to increase productivity.
- ii) Authority and Responsibility: This principle emphasizes that authority and responsibility should go hand in hand and managers must be accountable for all the actions of their subordinates.
- iii) Discipline: Fayol believed that discipline is crucial in achieving organisation goals and that it should be maintained at all times.
- iv) Unity of Command: This principle states that ~~should~~ each employee should have only one direct supervisor to avoid confusion and conflict.
- v) Subordination of individual interest to general interest: individual interests should be subordinated to the collective interests of the organisation.
- vi) Centralization: Fayol believed that there should be a balance between centralization and decentralization, and the level of centralization should depend on the size and complexity of the organisation.
- vii) Unity of direction: The principle emphasizes the importance of aligning all organisational efforts towards a common goal.
- viii) Scalar Chain: This principle emphasizes the importance of having a clear chain of command within the organisation. And respect for hierarchy.
- ix) Remuneration: This principle emphasizes the importance of paying employees based on their skills, abilities and contribution to the organisation.
- x) Order: The principle states that there should be a place for everything and everything should be a place for everything and everything should be in its place, which will help

in minimising Confusion and Waste.

XI Initiative: Fayol believed that employees should be encouraged to take initiative and be innovative, which will help in improving organizational efficiency.

XII Stability of tenure: This principle emphasizes the importance of employee retention and reducing employee turnover.

XIII Equity: Fayol believed that all employees should be treated equally and should be given equal opportunities for growth and development.

XIV Esprit de Corps: This principle emphasizes the importance of team work and creating a shared sense of purpose and identity among employees.