

## **Concept**

- Management is a very popular term and has been used extensively for all types of activities and mainly for taking charge of different activities in any enterprise.
- Thus, management has to see that tasks are completed and goals are achieved (i.e., effectiveness) with the least amount of resources at a minimum cost (i.e., efficiency).

# Characteristics of Management

- **Management is a goal-oriented process**
- **Management is all pervasive**
- **Management is multidimensional**
  - *Management of work*
  - *Management of people*
  - *Management of operations*
- **Management is a continuous process**
- **Management is a group activity**
- **Management is a dynamic function**
- **Management is an intangible force**

# **Importance of Management**

- Management helps in achieving group goals
- Management increases efficiency
- Management creates a dynamic organisation
- Management helps in achieving personal objectives
- Management helps in the development of society

## Interpersonal roles

1. Figurehead - Symbolic leader of the organization performing duties of social and legal character
2. Leader - Motivating subordinates, interaction with them, selection and training of employees
3. Liaison - Establishing contacts with managers and specialists of other divisions and organizations, informing subordinates of these contacts

## **Informational roles**

1. Monitor (receiver) - Collecting various data relevant to adequate work
2. Disseminator of information - Transmitting information obtained from both external sources and employees to interested people inside the organization
3. Spokesperson - Transmitting information on the organization's plan's, current situation and achievements of the divisions to outsiders

## Decisional roles

1. Entrepreneur - Seeking opportunities to develop processes
2. Disturbance handler - Taking care of the organizations, correcting ongoing activities,
3. Resource allocator - Deciding on expenditure of the organization's physical, financial and human resources
4. Negotiator (mediator) - Representing the organization in all important negotiations

## **Functions of the Manager**

Regardless of the type of the industry, the functions involved in an organization, or the organizational level at which one functions; every manager has to perform certain basic managerial functions such as *planning, organizing, staffing, leading and controlling*

**Planning** is the process of setting goals, and charting the best way of action for achieving the goals. This function also includes, considering the various steps to be taken to encourage the necessary levels of change and innovation.



**Organizing** is the process of allocating and arranging work, authority and resources, to the members of the organization so that they can successfully execute the plans.

**Staffing** consists of recruiting, training and developing people, who form part of the organized efforts to contribute towards organizational growth.

**Leading** involves directing, influencing and motivating employees to perform essential tasks. This function involves display of leadership qualities, different leadership styles, different influencing powers, with excellent abilities of communication and motivation.

**Controlling** is the process of devising various checks to ensure that planned performance is actually achieved. It involves ensuring that actual activities confirm to the planned activities. Monitoring the financial statements, checking the cash registers to avoid overdraft etc., form part of this process.

## The Essentials of control activities are:

- Setting performance standards
- Determining the yard-stick for measuring performance
- Measuring the actual performance
- Comparing actuals with the standard
- Taking corrective actions, if actuals do not match with standards

## The Levels of Management

- ***Top management*** sets the goals of the organization, evaluates the overall performance of various departments involved in selection of key personnel and consults subordinate managers on subjects or problems of general scope.
- ***Middle level management*** is responsible for developing departmental goals and initiate actions that are required to achieve organizational objectives.
- ***Supervisory management*** takes charge of day-to-day operations at the floor level and is involved in preparing detailed short-range plans.

## ❖ **Types of Managers**

There are three types of managers in an organization. They are:

- Top level managers,
- middle level managers and
- first-level managers.

## **Scientific Management**

- F.W. Taylor - Principles of Scientific Management
  - use of scientific methods to define the “one best way” for a job to be done
  - perspective of improving the productivity and efficiency of manual workers
  - applied the scientific method to shop floor jobs