



INTRODUCTION TO MANAGEMENT

CHAPTER 1



OBJECTIVES OF THE CHAPTER

Understanding management concepts

Characteristics of management

Functions of management

MANAGEMENT

Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing and controlling organizational resources.

Organizational resources include men(human beings), money, machines and materials.

DEFINITIONS

Louis E Boone & David L Kurtz- The use of people and other resources to accomplish objectives.

Mary Parker Follet- the act of getting things done through people.

Frederick Taylor defines Management as the art of knowing what you want to do in the best and cheapest way.

CHARACTERISTICS

Management is a distinct process.

Management is an organized activity

Management aims at the accomplishment of predetermined objectives.

Management is both a science and an art.

Management is a group activity

Management principles are universal in nature

Management integrates human and other resources.

CONCEPT OF MANAGEMENT-RAYMOND G. LEON

Management by Communication

Management by Systems

Management by Results

Management by Participation

Management by Motivation

Management by Exception

Management by Objectives

STEPS IN MBO

To establish long-term and short-term organizational goals

To establish long-term and short-term objectives for each manager, clarifying the key performance standards

Periodic review of performance

Encouraging managers to accept responsibility

BENEFITS OF MBO

The need for planning will be recognized

It provides for objectives and accountability for performance

It encourages participative management

It helps in job enrichment

It provides for a good feedback system



FEATURES

Management involves five functions

These functions are organised to achieve organisational goals.

Management involves effective and efficient use of resources



FUNCTIONS OF MANAGEMENT

PLANNING

ORGANIZING

STAFFING

DIRECTING

CONTROLLING

PLANNING

- Planning is determining the objectives and formulating the methods to achieve them. It is more simply said than done. A job well planned is half done. During planning one needs to ask oneself the following:
 - What am I trying to accomplish i.e. what is my objective?
 - What resources do I have and do I need to accomplish the same?
 - What are the methods and means to achieve the objectives?
 - Is this the optimal path?

• **Purposes or missions,**

• **Objectives**-It is the ultimate goal towards which the activities of the organization are directed

TYPES OF PLANNING

• **Strategies**-general program of action and deployment of resources

• **Policies**-general statement or understanding which guide or channel thinking in decision making

• **Procedures**-states a series of related steps or tasks to be performed in a sequential way

• **Rules**-prescribes a course of action and explicitly states what is to be done

• **Programs**-comprehensive plan that includes future use of different resources

• **Budgets**-statement of expected results expressed in numerical terms

PRINCIPLES OF PLANNING

Take Time to Plan

Planning can be Top to Down or Bottom to Top

Involve and Communicate with all those Concerned

Plans must be Flexible and Dynamic

Evaluate and Revise

STEPS IN PLANNING

1. Determining the goals or objectives for the entire organization.
2. Making assumptions on various elements of the environment.
3. To decide the planning period.
4. Examine alternative courses of actions.
5. Evaluating the alternatives.
6. Real point of decision making
7. To make derivative plans.

TYPES OF MANAGERIAL DECISIONS:

Programmed

Non programmed.

Mechanistic-It is one that is routine and repetitive in nature

Analytical-It involves a problem with a larger number of decision variables

Judgmental-It involves a problem with a limited number of decision variables, but the outcomes of decision alternatives are unknown

Adaptive-It involves a problem with a large number of decision variables, where outcomes are not predictable

PROCESS OF ORGANIZING

Determine what is to be done/ Division of Work:

Assign Tasks: Departmentalization:

Link Departments: Hierarchy Development:

Decide how much Authority to Designate/ Authority, Responsibility and Delegation:

Decide the Levels at which Decisions are to be made / Centralization vs. Decentralization:

Decide how to Achieve Coordination:

TECHNIQUES FOR ACHIEVING COORDINATION.

Coordination by Rules or Procedures

Coordination by Targets or Goals:

Coordination through the Hierarchy

Coordination through Departmentalization

Using a Staff Assistant for Coordination:

Using a Liaison for Coordination:

Using a Committee for Coordination

Using Independent Integrators for Coordination:

Coordination through Mutual Adjustment:

STAFFING

Definition 1

Selecting and training individuals for specific job functions, and charging them with the associated responsibilities.

Definition 2

Number of employed personnel in an organization or program.
Also called workforce.



DIRECTING/LEADING

Provides positive and dynamic leadership

Provides maximum opportunities

Provides proper motivation of personnel

Ability to command people

CONTROLLING CONCEPTS

Feed Forward Control-Control that attempts to identify and prevent deviations before they occur is called feed forward control, sometimes called preliminary or preventive control.

Concurrent Control-Control that monitors ongoing employee activities during their progress, to ensure they are consistent with quality standards, is called concurrent control.

Feedback Control-In this case, the control takes place after the action. Sometimes called post-action or output control



STEPS IN THE CONTROL PROCESS

Establish Standards of Performance

Measure Actual Performance

Compare Performance to Standards:

Take Corrective Action

PRINCIPLES OF EFFECTIVE CONTROL

Effective controls are timely.

Control standards should encourage compliance.

Setting effective standards is important

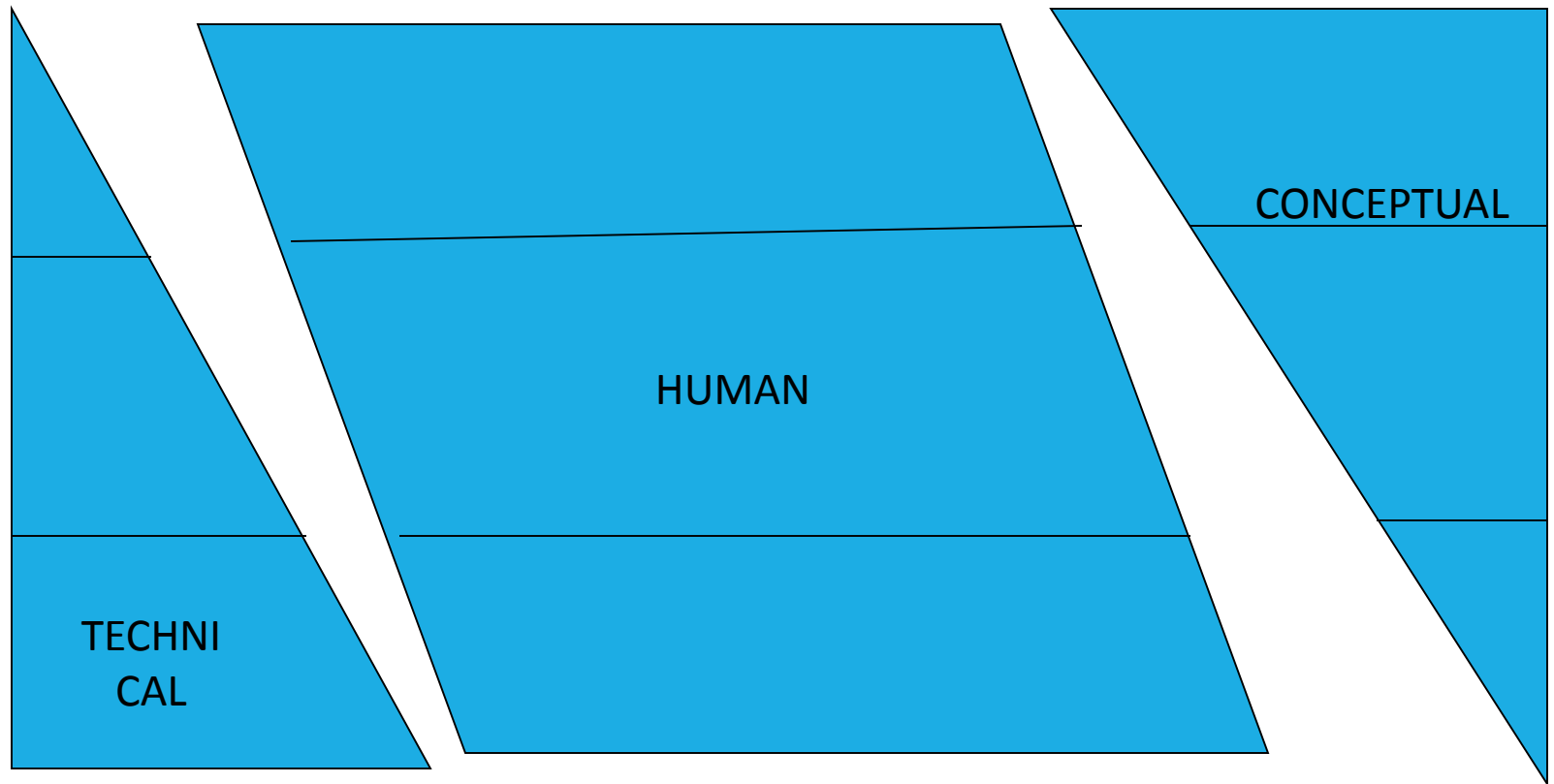
Use management by exception.

Employees should get fast feedback on performance.

Do not over rely on control reports.

Fit the amount of control to the task.

MANAGERIAL SKILLS



CONCEPTUAL SKILLS

Ability of an individual to analyze complex situations and to rationally process and interpret available information.

For eg: Idea generation and analytical process of information.





MANAGER'S ROLES

Interpersonal role

Informational role

Decisional role

INTERPERSONAL ROLE

Figurehead- ethical guidelines and the principles of behavior employees are to follow in their dealings with customers and suppliers

Leader- give direct commands and orders to subordinates and make decisions

Liaison- coordinate between different departments and establish alliances between different organizations

INFORMATIONAL ROLE

Monitor- evaluate the performance of managers in different functions

Disseminator- communicate to employees the organization's vision and purpose

Spokesperson- give a speech to inform the local community about the organization's future intentions

DECISIONAL ROLE

Entrepreneur- commit organization resources to develop innovative goods and services

Disturbance handler- to take corrective action to deal with unexpected problems facing the organization from the external as well as internal environment

Resource allocator- allocate existing resources among different functions and departments

Negotiator- work with suppliers, distributors and labor unions

TYPES OF MANAGERS

FIRST-LINE MANAGERS- often called supervisors stand at the base of the managerial hierarchy

MIDDLE MANAGERS- heads of various departments and organise human and other resources to achieve organizational goals

TOP MANAGERS- set organizational goals, strategies to implement them and make decisions



WHAT MAKE MANAGERS SUCCESSFUL?

Hard work

Smart work

Patience

Out of box thinking

Reading and acquiring knowledge

Ethical consciousness

Collaborative relationship

Perseverance



THANK YOU