

Concept of Management

- **As a noun;** group of people who are performing managerial activities
- **As a discipline;** branch of knowledge concerned with study of principles practices and theories of administration
- **As a process;** a series of interrelated functions such as planning, organizing, staffing, directing and controlling
- Management is the art of getting things done through and with others in a coordinated manner to achieve desired goals
- Thus, it is the art of managers in directing and controlling people to coordinate their efforts towards organizational goal achievement

Essence of Management

- Essence means indispensable quality or soul
- Coordination is the essence of management; brings unity of action and integrates different activities
- Coordination is needed to perform all the functions of management such as planning, organizing, staffing, directing and controlling
- All level of management need coordination for smooth functioning and goal achievement of organization
- Coordination is key for managerial success because it is the base or primary function of every manager



Process/Functions of management

- **Planning;** initial and basic function and deciding in advance what to do, how to do, where and how to do it, bridges the gap between present state and desire future state
- **Organizing;** process of accumulating together all the organizational resources and establishing productive relation among them, also known as act of acquiring and mobilizing organizational resources
- **Staffing;** key managerial function concerned to hiring and retaining competent manpower, includes recruitment, selection, appointment, training and development, motivation, employee relation and discipline, grievances handling etc.

Process/Function of management contd....

- **Directing;** major managerial function which brings an organization into action, act of assigning duties to subordinates and providing guidance, it involves communication, supervision, motivation, leadership and coordination
- **Controlling;** final step in management, process of correcting performance of individual, department and whole organization, involves setting standards, measuring and comparing actual performance with standards, identifying deviation if any and taking corrective actions

Becoming a Manager

- **Role of Education;** equip people with knowledge to develop positive behavior, provide theoretical knowledge to enhance managerial skills, makes person logical and rational, minimum is bachelor and at present masters in management is eligible requirement
- **Role of Experience;** managers require some experience in related works, they improve their conceptual skill and insights by experiencing day to day managerial pressures, challenges, business complexities and so on, at least two years experiences is minimum requirement

Becoming a manager contd...

- **Role of Situation;** greatly affects managerial activities, a particular technique, principle or model doesn't work properly in all situations, managers should be able to understand, analyze and apply the right method to a particular situation



Levels of Management/Managerial Hierarchy

- **Top Level Management**; key level, brain, apex body, consists BOD, Chairman, Vice-chairman, GM, MD, CEO, responsible for welfare, development and continuity of the organization, responsible to shareholders and society
- **Middle Level Management** ;role of mediator creating link , includes departmental, divisional, branch heads, responsible for implementing plans policies and strategies formulated by top level, spend more time in organizing and directing function
- **Lower Level Management**; operating/Supervisory level, consists supervisors, foremen, section officers, superintendents, directly interacts with the workers, works as mediator between management and non-managers(ie. Workers) , entry level and also called first line management

Types of Managers

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graph TD; A[Types of Managers] --> B[On the basis of Levels of Management]; A --> C[On the basis of nature or area of Managerial Job]; B --> D[• Top Level Manager]; B --> E[• Middle-Level Manager]; B --> F[• Lower Level Manager]; C --> G[• Generalist Manager]; C --> H[• Functional Manager]; C --> I[• Staff manager];
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On the basis of Levels of Management

- Top Level Manager
- Middle-Level Manager
- Lower Level Manager

On the basis of nature or area of Managerial Job

- Generalist Manager
- Functional Manager
- Staff manager

Types of Managers

A) On the basis of levels of management

- 1. Top Level Managers**
- 2. Middle Level Managers,**
- 3. Lower Level Managers**

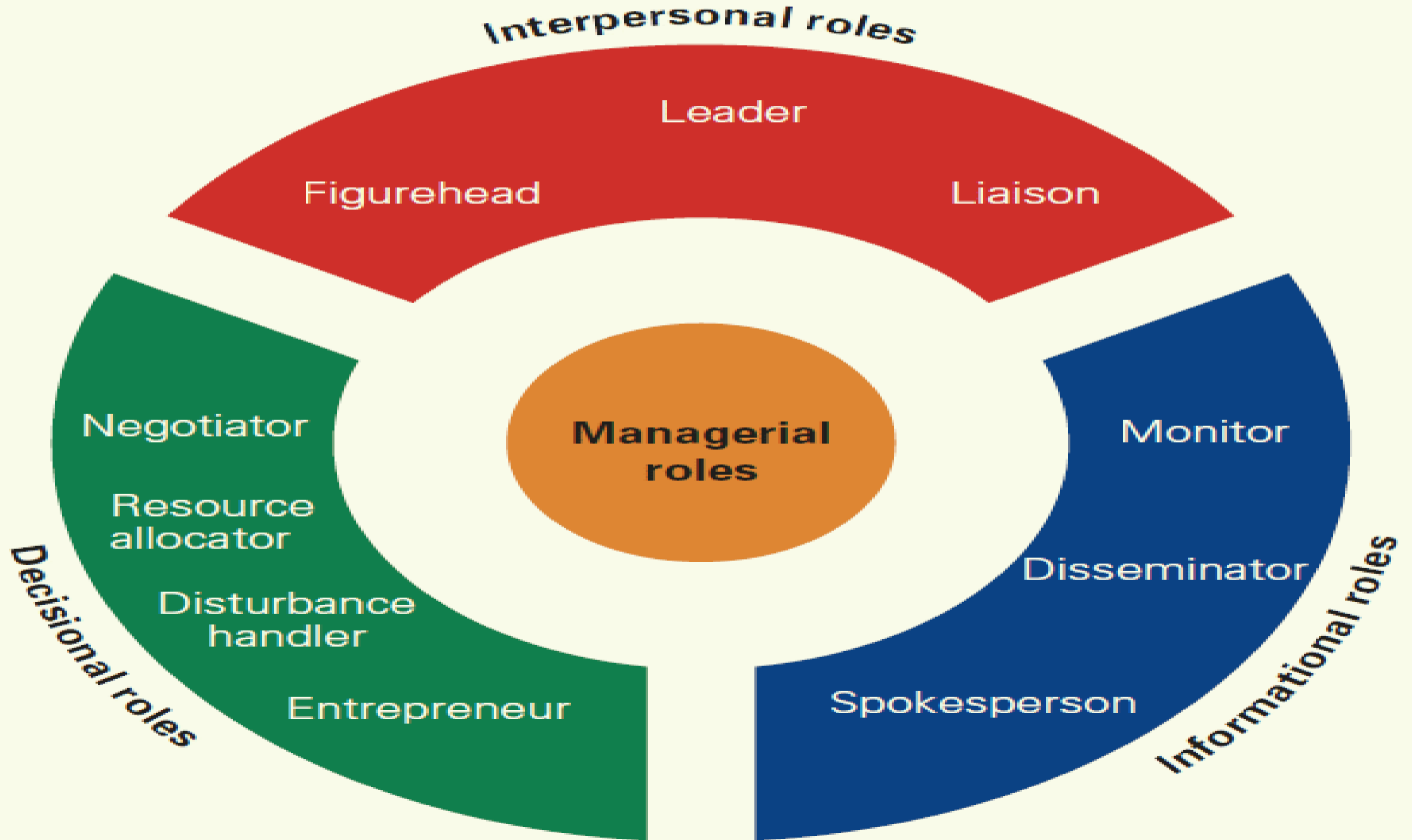
B) On the basis of nature of managerial job

1. Generalist manager; are not assigned a particular job but have to look after overall activities, have a set of broad skills and perform various types of jobs as per organizational requirement, CEO, executive directors, GM, MD, presidents, vice-presidents etc

Types of Managers contd...

2. **Functional Managers**; responsible for a particular type of jobs, experts in specific function or area, have well defined duties and responsibilities, production manager, finance manager, marketing manager, department heads etc.

3. **Staff Managers**; professionals and experts in specific area ,play the role of advisor or facilitator to the line or functional managers, have only advisory authority no functional authority, provide information, suggestions and guidance to solve the problem, legal advisors, economists, technical officers etc.



Managerial Roles

A. Interpersonal Roles; involve interaction and communication with other

- **Figurehead;** act symbolic heads of their own units and perform various duties of legal and social nature, represent the organization in legal, social and economic forum, includes greeting visitors, signing legal documents, attending ribbon cutting ceremonies etc.
- **Leader;** influence the behavior of subordinates, they lead, guide, command, communicate, supervise, motivate and control activities
- **Liaison;** bridging or connecting two or more groups within organization or outside, managers make a network of outside contacts by attending meetings, conferences and making informal contacts with outsiders

Managerial Roles Contd

B. Informational Role; concerned with acquiring, processing and transmitting essential information

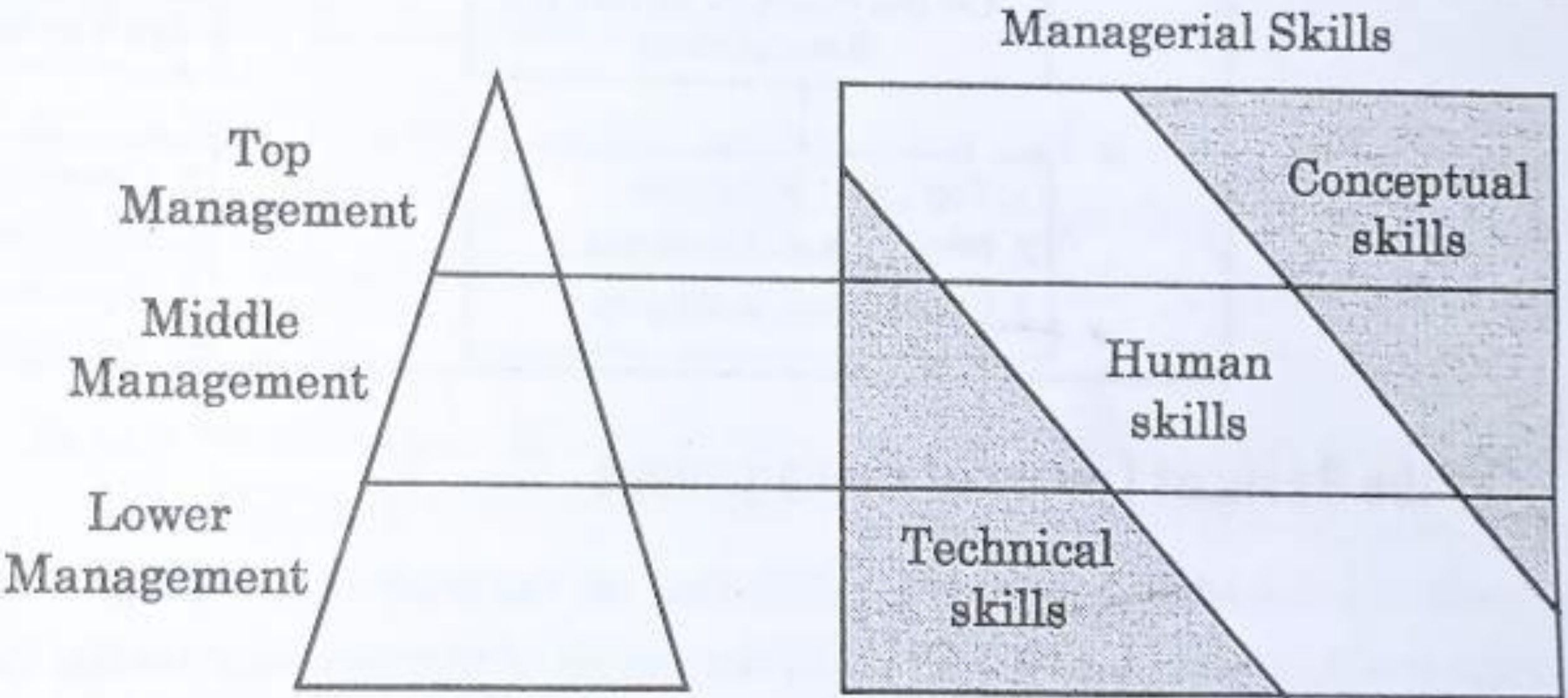
- **Monitor Role;** managers receive and scan the required information from internal and external environment of the organization to develop understanding of organization
- **Disseminator Role;** distribution and transmission of appropriate information is handled by managers
- **Spokesperson;** managers have to display organizational information to the outsiders like media, governmental agencies, society on behalf of organization

Managerial Roles Contd

C. Decisional Role; involves making the best choice to solve organizational problems

- **Entrepreneur Role;** involves generating new ideas, implementing them and taking initiation new field
- **Resource Allocator;** manager allocates various resources like, human, financial, physical and informational resources properly for smooth functioning of organization
- **Disturbance Handler;** involves handling problem, disputes, strikes lockouts, etc. raised within the organization
- **Negotiator;** to bargain with others for organizational benefits on behalf of organization

Managerial Skills



Managerial Skills

A. Conceptual Skill:

- mental ability to diagnose and analyze complex business situation and to see the organization as a whole
- Ability to think in creative and abstract term to visualize and understand future and predict ideas and concept to recognize and organize relationship among various aspects

B. Human Skill:

- ability to work with, understand, motivate, other people individually or in a group
- Manager with ample human skill can lead sub-ordinates effectively and co-ordinate their efforts towards goal achievement

Managerial Skills Contd...

C. Technical Skill:

- Refers to proficiency and knowledge to perform specific task under the area of responsibility
- Related to handling of machine, equipment, technology and procedures of work

Management Careers

- Refers to the set of positions or title earned, jobs held and responsibilities or work accomplished in long time in course of occupation of any person
- Considered as comprehensive, challenging and interesting area of profession
- Broad scope because many business entities such as industries, hospitals, banks and insurance companies, educational institutions, etc. are providing managerial careers
- Managers represent all the employees ranging from the top level to bottom level management of organization

Business Environment

- Total sum of all the components and forces of the surroundings that influence the operation and goal achievement of the business
- Internal environment; aggregate of all the forces which are inside of organization and affect the organization; consists of organizational goals, culture, structure and resources
- External environment; consist of all outside component that affect the organization such as, competitors, customers, government agencies, political, legal, economic environment, etc.
- Impacts of internal factors is controllable whereas influence of external environment is not controllable

Society-External Environment

- Society is comprehensive component of external environment it includes total social forces within which an organization operates
- It involves traditions, social values, beliefs, norms, demographic composition of the community
- Composition of population such as age, sex ratio, migration ,reference groups, life styles, religions etc.
- Influences of social environment are not under the control of any organization, businesses should operate their activities as per the social environment to achieve their desired goals

Corporate Social Responsibility

- Duties or obligations of a business i.e. corporation towards its society
- Business and society are meant and existed for each other
- Should have some obligations towards society for their mutual benefits
- Consists investors, customers, suppliers, employees, community and government
- May have certain expectations from business organization
- To improve prestige, to develop good social relation, business should need to use certain resource to promote social welfare

Business ethics

- The set of moral principles and rules guiding an individual's behavior
- BE is a manager's moral judgements about right and wrong
- Also known as managerial ethics, is the standard of behavior that guides them
- Refers to implementation of appropriate business policies and practices in making right managerial decisions
- Is the standard of the social norms and values, truth and justice that is accepted by managers

Corporate Governance

- The collection of mechanism, process and relations by which corporations are regulated and monitored
- Involves balancing the interest of stakeholders by carrying business as per their desires
- Application of best management practices, compliances of law, distribution of wealth, fulfilling social responsibility etc.
- Actually conducted by BOD or committee to govern the corporation so that interests of corporate owners are protected

Ethical Standard

- Set of principles established by the founders of organization to communicate its moral values
- Parameters of behavior that owners and top executives expect from employees, suppliers etc.
- Provides a framework to facilitate decision making process
- An important component of organization that promote trust, build reputation and responsibility