UNIT 1: INTRODUCTION TO MANAGEMENT

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1.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- define the meaning and scope of management
- differentiate between management and administration
- explain levels of management
- outline functions of management.

1.2 INTRODUCTION

In the present day industrial world, management has become universal. With the increase in the complexities of management of business concerns, the importance of 'management' has increased enormously. The principles of management are being applied not only for managing business concerns, but also to manage various other institutions like hospitals, educational and social institutions and government.

In this unit we will discuss various aspects of Management.

1.3 CONCEPT OF MANAGEMENT

Unlike other subjects like philosophy, psychology and economics, management is a relatively new concept. The principles and techniques of management are still in a developing stage and the definitions of management given by different scholars emphasize different aspects of management. The following are few of the important definitions of the term 'management'.

- George R. Terry. 'Management' is a distinct process consisting of planning, organizing, actuating and controlling performance to determine and accomplish the objectives by the use of people and resources".
- S. George "Management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others".
- Peter F. Drucker "The first definition of management is that it is an economic organ of industrial society. It means taking action to make the desired result to pass."

From the above definitions, it is clear that management consists of getting things done through others by directing their efforts in an integrated and coordinated manner in order to attain business objectives. It consists of all organizational activities that involve goal formation and accomplishment, performance appraisal and the development of an operating philosophy that ensures organization survival.

1.3.1 Characteristics of Management

An analysis of the definitions of management indicates that the management has the following characteristics:

- ***Management is an activity***. Management is a process of organized activity, which is concerned with the efficient use of the factors of production.
- ***It is a purposeful activity***. It is concerned with the achievement of an objective or set of objectives through its functions such as planning, organizing, staffing, directing and controlling
- ***It is concerned with the efforts of a group***. According to Appley, management is concerned with the management of people and not the direction of things. It inspires and motivates workers to put their efforts to the maximum extent.
- ***Management is getting things done*.** According to Koontz and O' Donnell, management is the art of getting things done through and with the help of people in formally organized groups.
- ***Involves decision-making.*** It is said that management is the decision making process and the decisions are involved in all the functions of management.
- ***It co-ordinates all activities*** and resources through its various functions to attain the stated objectives.
- ***It is a universal activity*.** The techniques and tools of management are universally applicable irrespective of the nature and size of the enterprise.
- ***It is an integrating process*.** It integrates men, machines, money and materials for carrying out the operations of an enterprise to achieve the stated objectives.
- ***It is intangible.*** It is abstract and cannot be seen with the eyes. It is reflected by the quality of the organization and the results such as increased productivity and increased morale of the employees etc.

- ***Management is both science and art.*** Management is science as it has developed certain principles and laws, which are applicable to any group activity of the organization. It is also an art, because it is concerned with the application of knowledge for the solution of organizational problems.
- ***It is a profession***. Gradually, it is becoming a profession because these are established principles of management, which are being applied in practice.
- ***It is dynamic not static***. Management adapts itself to the social changes and also introduces innovation in methodology.

1.3.2 Scope of Management

Management includes the following aspects:

- **Subject matter of management**. It consists of various management functions such as planning, organizing, staffing, directing and controlling.
- **Functional areas of management.** It consists of the following functional areas:
  - **Financial management:** It includes cost control, budgetary control, financial planning etc.
  - **Personnel management:** It includes recruitment, training, promotions, retirement, industrial relations, social security, etc
  - **Purchasing management:** It consists of purchasing of raw materials, maintaining of stock records and material control etc.
  - **Production management:** It deals with production planning, quality control and inspection, production control techniques, etc.
  - **Marketing management:** It includes marketing of goods and services, price determination, channel determination etc.

- **Management is an interdisciplinary approach**. For the correct and effective application of the principles of management, a study of various other subjects such as economics, sociology, mathematics, psychology, behavioural science, statistics etc. are necessary.



CHECK YOUR PROGRESS

Q 1: Choose the correct answer-

A) Management is concerned with-

(i) Formation of goals (ii) Accomplishment of goals

(iii) Performance appraisal (iv) All of the above

B) Management is –

(i) A group activity (ii) A decision making process

(iii) An integrating function (iv) All of the above

C) Functions of management is/are–

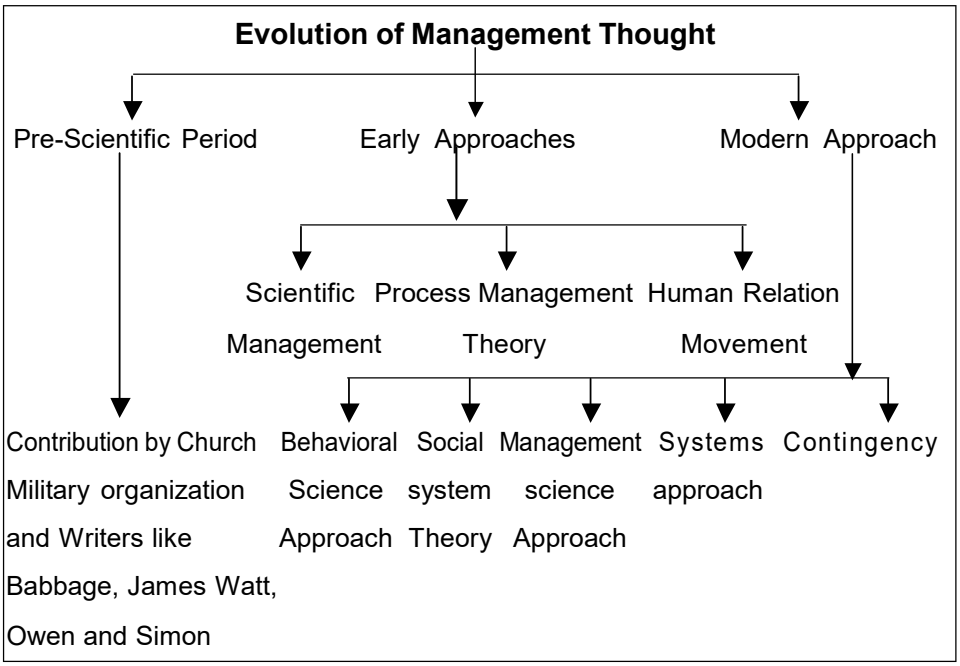
(i) Keeping records (ii) Planning

(iii) Controlling (iv) Both (ii) and (iii)

1.4 EVOLUTION OF MANAGEMENT THOUGHT

The evolution of management thought can be studied under the following headings:

1. Pre- scientific management period.
2. Early management approaches represented by scientific management, process management theory and human relations movement.
3. Modern management approaches represented by behavioral science movement, quantitative approach, systems approach etc



Pre-Scientific Management Period:

Early management thoughts have come from the Roman Catholic Church, military organizations, the Cameraliasts, a group of German and Austrian public administrators and intellectuals from the sixteenth centuries. Their concepts of management were mostly related to the principles of specialization, selection of subordinates and their training and simplification of administrative procedures.

In the later period, contributions were made by Charles Babbage, James Watt and Robinson Boulton, Robert Owen, Towne and Simon.

Charles Babbage was the professor of Mathematics at the Cambridge University and he suggested the use of accurate data obtained through rigid investigation in the management of an undertaking. James Watt Junior (1796-1848) and Robinson Boulton (1770-1842) used the management techniques such as market research and forecasting, production planning, planned machine layout, standardization of components and parts, elaborate statistical records, maintenance of control report, cost accounting data, provision of welfare of personnel etc.

The contributions of management thinkers stated above were limited mostly to the field of developing the concept to make resources more effective at the shop floor levels. However, the various ideas started by them have

created awareness about managerial problems. A stage was set by the end of the nineteenth century for making a systematic study of management and a beginning was made by Fredrick Taylor at the beginning of the present century whose thoughts came to be known as Scientific Management.

Scientific Management :

F. W Taylor, Gilberth, Lillian Gilberth, Gantt and others have made tremendous contributions to the concept of scientific management. Of all these persons, Taylor's contribution is the most significant and because of this, he is considered as the father of scientific management.

Taylor, the founder of scientific management movement, states that the object of management should be to secure the maximum prosperity for each employer, coupled with the maximum prosperity of each employee. According to Taylor, scientific management, in its essence, consists of a certain philosophy which results in the combination of four great principles of management, viz., the development of true science, the scientific selection of workers, their scientific selection and development, intimate and friendly co-operation between the management and their workmen. When management of a business unit is based on a systematic study and analysis of various aspects of work involved with a view to find out the best way of doing things, we call it scientific management of business. Broadly speaking, scientific management is the art of knowing exactly what is to be done and the best way of doing it.

Taylor observed that inefficiency prevails in the organization because of three causes, viz., (a) workers feel that any increase in output would lead to unemployment, (b) defective system of management and because of these, each worker restricts his output in order to safeguard his interests, and (c) inefficient *rule of thumb* efforts and wasting methods of work.



Rule of Thumb : It is a rule or principle that provides guidance to appropriate behavior.

The elements of scientific management are: (a) determination of the task, (b) planning of industrial operations, (c) proper selection and training of workers, (d) improvement in methods of work, (e) modification of organization, and (f) mental revolution.

Determination of task or workload to each employee is on the basis of method study, routing, motion study, time study, fatigue study and

differential piece- wage system. After setting the task to workers, the next step is to plan production, which requires the planning of industrial operations. This involves further considerations, viz., what work shall be done, how the work shall be done, where the work shall be done and when the work shall be done. Proper selection and training of workers and also their correct placement have to be done by the management. Further, in order to make the workers complete the task as per the conditions set by the management, there is need for improvement in the methods of work. This involves standardization of tools and equipment, speed, conditions of work and materials. Taylor also suggested modification in the organization.

For the success of scientific management, there should be a thorough change in the mental outlook of both the employees and the employer and their mutual hostility and suspicion should give place to co-operation and goodwill.

Process Management

Around 1910, Henry Fayol, a French engineer, initiated the administrative theory of management (process management) in Europe. Sheldon, Mooney and Railey, L. F. Urwick and L. Gulick also contributed a lot to the administrative theory of management. This theory is called process (functional) management and advocates of this theory belong to the process school of management.

In 1916, Fayol published his book “General and Industrial Management” in French, of which later an English edition was brought out. Fayol identified management as a separate set of skills or functions performed by a supervisor in an organization. He clearly distinguished the difference between technical and managerial skills and emphasized that supervisor should be efficient in both. He stated that technical ability is more dominant at the lower level of management, whereas managerial ability is more important at the higher level of management.

Fayol, in his famous book, stated fourteen management principles that can capture the entire flavor of the process management theory.

The fourteen principles of management are:

(1) Division of work, (2) Authority, (3) Discipline, (4) Unity of Command

(5) Unity of Direction (6) Subordination of individual interest to the general interest (7) Remuneration (8) Centralisation (9) Scalar chain (10) Order (11) Equity (12) Stability of tenure of personnel (13) Initiative (14) Espirit de corps (Spitit of cooperations).

Fayol also stated that all operations in business organizations can be classified under six heads, viz., (a) technical production and manufacturing, (b) commercial (purchases and sales), (c) financial (financing and controlling of capital for its optimum use), (d) security (protection of property and persons), (e) accounting (stock-taking, balance sheet, costing and statistics), and (f) managerial (planning, organizing, communicating, co-coordinating and controlling).

Human Relations Movement

Elton Mayo, who is considered to be the founder of human relations movement, and his associates, conducted the Hawthorne Studies in the Hawthorne plant of Western Electric Company, USA during 1927-1932. They stated that the employees' morale had a great influence on productivity and the manager should treat them as social beings instead of economic beings. For solving any management problem, the manager should understand group attitudes and psychology, as employees are members of a group.

His approach and theory emphasized the importance of human and social factors and also individual as well as group relationships, while the classical theory of Taylor and Fayol gave importance to job content and management of physical resources.

This theory is criticized on the ground that there is no direct connection between morale and productivity. In spite of these criticisms, the contribution of human relations remains and are being applied even today by managers.

Modern Management Approaches

Behavioural Science Movement**:** The behavioural science approach through its research studies of individual behaviour and motivation indicated that the relation between morale and productivity was oversimplified and there was no direct or deep connection between morale and productivity.

The behavioural science movement which started after 1940 emphasized the importance of individuals and their interpersonal relationship,

psychology of the individuals as related to personal needs and motivation and motivational potential in people. The important contributors to the behavioral science movement are A. H. Maslow, F. Hertzberg, V. Vroom and D. Mc Gregor. While Maslow developed a need hierarchy theory to explain human behaviour within an organization, Hertzberg and Vroom developed motivational models, which explained the causes of human behaviour and motivation in business. Behavioural science movement has drawn heavily on the work of Maslow to explain human behaviour and the dynamics of motivation process. McGregor developed his two theories, viz., Theory X and Theory Y and also explained certain basic assumptions about the human element. The classical theory reflected almost all the aspects of Theory X while the behavioural approach theory of management reflected almost all the aspects of Theory Y.

Elements of Neo-Classical Theories. This theory may be stated as follows.

It may be noted here that the theories started by Taylor and Fayol are called by some writers as *Classical theories* while the theories started by the human relations movement and the behavioural science movement are called *neo- classical theories.*



CHECK YOUR PROGRESS

Q 2: Choose the correct answer-

(A) Who is the father of scientific management?

(i) Henry Fayol (ii) Elton Mayo (iii) F. W. Taylor

(iv) Gilberth

(B) Administrative theory of management was developed by–

(i) F. W. Taylor (ii) A. H. Maslow

(iii) L. Gulick (iv) Henry Fayol

(C) The fourteen principles of management were developed by–

(i) F. W. Taylor (ii) Henry Fayol

(iii) Elton Mayo (iv) L. F. Urwick

(D) The era of human relations was initiated by–

(i) Henry Fayol (ii) A. H. Maslow

(iii) Elton Mayo (iv) None of the above.

(E) The contribrutors to behavioural science movement were-

(i) Henry Fayol and L. F. Taylor

(ii) Elton Mayo and L. F. Urwick

(iii) A. H. Maslow and Mclaregor

(iv) None of the above.

1.5 ADMINISTRATION VS MANAGEMENT

Different writers use the terms 'administration' and 'management' in different senses. Some of them are given below.

According to some writers (like Drucker, Fayol and Newman), there is no distinction between the terms' administration' and 'management' and both of them are synonymous and used interchangeably. According to these writers, running of a business or social institution, or a government office requires specialized skills and this specialized skill is called 'management' in business and 'administration in government and other social institutions. Henry Fayol who is regarded as the real originator of management has pointed out that there is only one administration or management science, which can be, applied equally well to the public and private affairs. He has stated: ''all undertakings require planning, organizing, command, co ordination and control and in order to function properly, all must observe the same general principles". (Thus, according to him, both the terms are synonymous and any distinction between the two is misleading.)

According to another school of thought, administration and management are different functions. According to this school, administration is a top level function, which centers around the determination of major policies and objectives of a business enterprise (i.e. thinking function, while management is a lower level function involving the execution of policies and directing the operations to attain the objectives laid down by the administration (i.e. doing function)

Thus, according to this school of thought, administration and management are not synonymous and they have different functions to perform. If we accept this view, the differences between 'administration'

and 'management' are as follows:

- Administration is concerned with policy making while management is concerned with implementation of policy.
- Administration is a thinking function and management is a doing function.
- Administration relates to the apex and top-level management whereas management relates to middle and lower level management.
- Administration needs administrative rather than technical ability but management requires technical ability more than administrative ability.

1.6 LEVELS OF MANAGEMENT

The term **l**evel of management refers to a line of demarcation between various managerial positions. In a large organization, three levels of management are usually identified:



Demarcation: The boundary of a specific area

1. Top Level Management

Top management constitutes the highest level in the management hierarchy. This level consists of a small group of executives. Board of Directors, Chairman, Managing Director and the top functional heads and divisional managers comprise this level. They decide the enterprise objectives, policies and strategies to be pursued to achieve those objectives. They provide direction to the organization by guiding the organization's interactions with its environment.

2. Middle Level Management

Middle level managers receive broad, overall strategies and policies from top managers and translate them into specific goals and plans for front-line managers to implement. Managers who work at levels between the lower and the top levels constitute the middle management. Departmental heads, Regional managers, Zonal managers, and so on fall in this category. They report to top managers. Their principal responsibilities are to direct the activities of lower level managers who implement the organization's policies.

3. Frontline or Lower Level Management

Managers who are directly responsible for the production of goods and services are frontline/lower level managers. Managers at this level direct the operating employees (workers). They are close to the action, for their job involves supervising the activities of the operatives. Frontline managers are called foreman, supervisor, superintendent, and inspector and so on.



1.7 FUNCTIONS OF MANAGEMENT

Henry Fayol in the early part of 20th century classified the functions of management as planning, organization, command, coordination and control. Luther Gulick classified the functions of management by using the alphabets POSDCORB that refers to:

Planning

Organizing

Staffing

Directing

Coordination

Reporting

Budgeting

It is clear that Gullick's classification is similar to that of Fayol. Only difference is that he divided the function of controlling into reporting and budgeting.

1.7.1 Planning

Planning is concerned with the determination of objectives to be achieved and the course of action to be followed to achieve them. Before starting any action, one has to decide how and where it has to be performed. Thus planning implies decision-making as to what is to be done, how it is to be done, when it is to be done and by whom it is to be done. It involves selection of objectives, strategies, policies, programme and procedures for achieving them.

Planning function is performed by managers at every level because planning may be either for the entire enterprise or for any section or department thereof.

Approaches to Planning

Managers follow various approaches to planning based on the extent of participation, authority delegation and competency level of managers working at various levels, namely:

Top-down approach: In most family-owned enterprises, authority and responsibility for planning is centralized at the top. The top management defines the mission, lays down strategies, and specifies action plans to achieve the stated goals. The blueprint is then passed on to the people working at lower levels, who have very little to contribute to the process of planning. The success of this approach is wholly dependent on the qualifications, experience and capabilities of people working at the top level.

Bottom-up approach: Thinking and doing aspects in the planning process are two sides of the same coin. So, if lower level managers were drawn into the preparation and implementation of plans, their loyalty and commitment would go up automatically. Participation enables them to give their best to the plan document.



ACTIVITY 1.1

1. Judge the relative advantages and disadvantages of top- down and bottom- up approaches to planning.

1.7.2 Organising

According to Fayol, “To organize a business is to provide it with everything useful to its functioning- raw materials, tools, capital and personnel”. Thus, organizing involves bringing together the manpower and material resources for the achievement of objectives laid down by the enterprise. Organizing involves the following processes:

a. Determining and defining the activities involved in achieving the objectives laid down by the management;
b. Grouping the activities in a logical pattern;
c. Assigning the activities to specific positions and people; and
d. Delegating authority to their positions and people so as to enable them to perform the activities assigned to them.

Organizing function helps in increasing the efficiency of the enterprise. Further, by avoiding repetition and duplication of activities, it reduces the operation cost of the enterprise.

But organizing function can be useful to the enterprise only when there are clear and verifiable objectives, clear understanding of the activities needed to achieve the objectives and clear definition of the authority assigned to the manager at every level.

1.7.3 Staffing

Every enterprise is very much concerned with the quality of its people, especially its managers. According to Harold Koontz and Cyril O’Donell, “The managerial function of staffing involves manning the organizational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into structure”, thus, the staffing function involves:

a. Proper selection of candidates for proper positions;
b. Proper remuneration;
c. Proper training and development so as to enable them to discharge their organizational functions effectively; and

d. Proper evaluation of personnel.

Staffing function is performed by every manager of the enterprise, as he is actively associated with the recruitment, selection, training and appraisal of his subordinates. For example, the Board of Directors of the enterprise undertakes the staffing function by selecting and apprising the Chief Executive who, in turn, performs these functions in relation to his sub-ordinates like divisional heads of the enterprise. Similarly, departmental heads or their subordinates also perform the staffing function.

1.7.4 Coordination

Some authorities consider coordination to be a separate function of the manager. It seems more accurate, however, to regard it as the essence of managership, for achieving harmony among individual efforts toward the accomplishment of group goals. Each of the managerial functions is an exercise contributing to coordination. It is the central task of the manager to reconcile differences in approach, timing, effort, or interest and to harmonize individual goals to contribute to organization goals

A modern enterprise consists of a number of departments such as production, purchase, sales, finance, personnel, etc., and there is need for the management to see that all the departments function in such a way that they move harmoniously towards the realization of the stated objectives of the enterprise. This function of management i.e. the harmonious blending of the activities of the different specialists and also of the different departments for the achievement of desired ends, is called desired co- ordination.

Planning and execution in spite of the best efforts by the management cannot be effective if there is no co-ordination of activities of different specialists and also of different departments of the concern.

1.7.5 Controlling

Controlling is related to all other management functions. It is concerned with seeing whether the activities have been or being performed in conformity with the plans. According to Haimann, “Control is the process of checking to determine whether or not, proper progress is being made towards the objectives and goals and acting if necessary to correct any deviation”. Koontz and O’Donell have defined controlling as, "The measurement and correction of the performance of activities of subordinates in order to make sure that enterprise objectives and plans devised to attain them are being accomplished”. Thus, controlling involves the following sub-functions:

a. Determination of standards for measuring work performance,
b. Measurement of actual performance,
c. Comparing actual performance with standards,
d. Finding variances between the two and reasons for variances,
e. Taking corrective actions to ensure attainment of objectives

For control to be effective and fruitful it must be based on a plan; there must be measurement of actual performance to ascertain deviations and to take action to remedy the deviations.

Accordingly, control can be of *three types*:

1. **Feed-forward Control:** Feed-forward control, as the name suggest, is taken before an activity commences so that the anticipated problems are prevented. Thus, it is future directed. For example, a company may hire additional manpower as soon as the company is sanctioned some new project.
2. **Concurrent Control:** Concurrent control takes place when an activity is in progress. Direct supervision of activity is the commonly used form of concurrent control enacted while work is going on.
3. **Feedback Control**: Control implemented after the work is over is called feedback control. The major drawback of this type of control is that by the time the information is available, the damage is already caused.



CHECK YOUR PROGRESS

Q 3: Write true or false for the following sentences

(i) In top-down approach, authority and responsibility for planning is centralized at the top.

(ii) Long range planning is uncommon in stable industries.

(iii) Staffing involves grouping the activities in a logical pattern.

(iv) Feed forward control is taken to prevent the problem.

(v) Co-ordination is the orderly arrangement of group efforts.

Q 4: Choose the correct answer–

(a) Chairman of a company belongs to-

(i) Top management (ii) Middle management

(iii) Lower management (iii) None of the above

(b) Overall strateqies are converted into goals by–

(i) Top level managers (ii) Lower level managers

(iii) Both (i) and (ii) (iv) Middle level managers

(c) Planning function is done by–

(i) Top level managers (ii) Middle level managers

(iii) Lower level managers (iv) All of the above

(d) The functions of organising involves–

(i) Formulating organisational objectives

(ii) Recruiting people for the organisations

(iii) Determining activities for achievement of organisational objectives

(iv) All of the above.

(e) Staffing function is not concerned with–

(i) Selection of people for the organisation

(ii) Remuneration of employees

(iii) Determining standards of measurement

(iv) Performance oppraisal of emplayees.

1.8 MANAGEMENT STYLES IN INDIAN CONTEXT

It is very difficult to generalize the Indian styles of management. Based on the type of organisation and qualities of worker, situations etc. the management styles vary. Indian organisations can be classified into three types based on their management styles. Such classifications may be

- **Family managed traditional organisations:** Generally these organisations adopt autocratic style of leadership. These organisations are highly centralized in their organizational structure and authoritarian in their approach.
- **Professionally managed Indian organisations:** These organisations prefer participative or democratic styles of leadership.
- **Public sector organisations:** Here bureaucratic styles are applicable. Indian management style is also influenced by the society and its culture. In India, we have different types of managers with different qualities and different educational background. We find the just literate managers along with fully qualified professional managers. The former type of managers prefers authoritarian style but the latter prefers participative style.



1.9 LET US SUM UP

In this we have discuss the following aspects of Management :-

- Management consists of getting things done through others by directing their efforts in an integrated and coordinated manner for achievement of business objectives. It is a process consisting of functions such as planning, organizing, staffing and controlling the business operations in such a manner as to attain predetermined goals.
- The evolution of management thought can be classified into three stages, viz, (i) pre-scientific management period, (ii) early management approaches represented by scientific management, process

management and human relations management and (iii) modern management approaches represented by behavioural science movement, quantitative approach, social system approach etc. Each of these approaches has made a distinctive contribution to management theory.

- Planning is concerned with the determination of objectives to be achieved and the action to be taken to achieve them. Organizing involves bringing together the manpower and material resources for the achievement of objectives. Staffing involves manning the organizational structure through proper selection, appraisal and development of personnel to fit the roles designed into the structure. Directing is concerned with actuating the members of the organization to work efficiently for attaining the organizational goals. Controlling is concerned with seeing whether the activities have been or being performed in conformity with the plans.



1.10 FURTHER READINGS

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2) P. C. Tulsian & Pandey Vishal (2008). Business organization and management. New Delhi, Pearson Education Ltd.
3) Knootz Harold & Weihrich Heinz (2007). Essentials of management: An international perspective. New Delhi, Tata McGraw Hill.
4) Massie Joseph (2007). Essentials of management. New Delhi, Prentice – Hall of India Pvt. Ltd.

1.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: (A) (iv) (B) (iv) (C) (iv)

Ans to Q No 2: (A) (iii) (B) (iv) (C) (ii)
(D) (iii) (E) (iii)

Ans to Q No 3: (i) True, (ii) False (iii) False (iv) True (v) True.

Ans to Q No 4: (a) (i) (b) (iv) (c) (iv)
(d) (iii) (e) (iii)



1.12 POSSIBLE QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q 1: What is the top- down approach to planning?

Q 2: What is coordination?

Q 3: What does controlling mean?

Q 4: Write short notes on (i) Human Relations Management (ii) Modern Management.

B. Long Questions (Answer each question in about 300-500 words)

Q 1: What is management? Distinguish between management and administration.

Q 2: Discuss the scope of management.

Q 3: What is scientific management? Explain its basic elements.

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