Unit - 2 : INTRODUCTION TO MANAGEMENT

UNIT STRUCTURE

2.1 Learning Objectives

2.2 Introduction

2.3 Concept Of Management

2.3.1 Characteristic of Management

2.3.2 Scope of Management

2.4 Evolution Of Management Thought

2.5 Management Vs Administration

2.6 Levels Of Management

2.7 Functions Of Management

2.7.1 Planning

2.7.2 Organizing

2.7.3 Staffing

2.7.4 Controlling

2.7.5 Coordination

2.8 Management Styles in Indian context

2.9 Let Us Sum Up

2.10 Further Reading

2.11 Answers To Check Your Progress

2.12 Possible Questions

2.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- define meaning and scope of Management
- differentiate between Management and Administration
- explain Levels Of Management
- outline Functions Of Management

2.2 INTRODUCTION

In the last two units of the first part of this block, we have discussed on the concept of business communication and business presentation.

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 media, hospitals, educational and social institutions and government. In the subsequent units, we will discuss on the media management in detail.

2.3 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 a few of the important definitions of the term 'management'.

1. 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".
2. S. George "management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others".
3. Peter F. Drucker "the first definition of management is first 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 co-ordinated 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.

2.3.1 Characteristics of Management

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

1. **Management is an activity**. Management is a process of organized activity, which is concerned, with the efficient use of resources of production.
2. **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
3. **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 forth their efforts to the maximum extent.
4. **Management is getting things done**. According to Koontz and O'Donnell, management is the art of getting things done through and with people in formally organized groups.
5. **Involves decision-making**. It is said that management is the decision making process and the decisions are involved in all the functions of management.
6. **It co-ordinates all activities** and resources through its various functions to attain the stated objectives.
7. **It is a universal activity**. The techniques and tools of management are universally applicable irrespective of the enterprise.
8. **It is an integrating process**. It integrates men, machines and materials for carrying out the operations of an enterprise and for achieving the stated objectives.
9. **It is intangible**. It is abstract and cannot be seen with the eyes. It is evidenced by the duality of the organization and the results such as increased productivity and increased morale of the employees, etc
10. **Management is both science and an art**. 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.

11. **It is a profession**. Gradually, it is becoming a profession because these are established principles of management, which are being applied in practice.

12. **It is dynamic not static**. Management adapts itself to the social changes and also introduces innovation in methodology.

2.3.3 Scope of Management

Management includes the following aspects:

1. **Subject matter of management**. It consists of various management functions such as planning, organizing, staffing, directing and controlling.

2. **Functional areas of management.** It consists of the following functional areas:

   a) **Financial management**: it includes cost control, budgetary control, financial planning etc.

   b) **Personnel management:** it includes recruitment, training, promotions, retirement, industrial relations, social security, etc

   c) **Purchasing management**: it consists of purchasing of raw materials, maintaining of records and material control etc.

   d) **Production management**: it deals with production planning, quality control and inspection, production control techniques, etc.

   e) **Marketing management**: It includes marketing of goods and services, price determination, channel determination etc.

3. **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, behavioral science, statistics etc. are necessary.