

# CONCEPT OF MANAGEMENT

## Introduction

Management is the process of planning, organizing, leading, and controlling the resources (human, financial, physical, and information) of an organization to achieve its specific goals efficiently and effectively.

In simple terms, it's the art of getting things done through others by utilizing resources optimally towards a common objective.

## Nature of Management

- \* Goal-Oriented
- \* A Continuous Process
- \* All-Pervasive (Universal)
- \* A Group Activity
- \* Dynamic Function
- \* Intangible Force
- \* Art and Science

## Scope of Management

- \* Financial Management
- \* Marketing Management
- \* Human Resource Management (HRM)
- \* Production/Operations Management
- \* Strategic Management

## Goals of Management (Objectives)

- \* Organizational Goals: Achieving maximum profit, ensuring survival and growth, resource utilization.
- \* Social Goals: Creating employment, providing quality products/services at fair prices, protecting the environment.
- \* Personal Goals: Fulfilling the personal objectives of employees (e.g., salary, training, job satisfaction).
- \* Efficiency: Doing things right (maximizing output from minimum input).
- \* Effectiveness: Doing the right things (achieving the stated goals).

## Levels of Management

### 1. Top-Level Management

This level consists of the board of directors and the highest-ranking executives. They are the "visionaries" of the company.

#### Key Functions:

- Defining the organization's **mission and goals**.
- Formulating long-term policies and strategies.
- Representing the company to the public and stakeholders.
- Appointing middle-level executives.

### 2. Middle-Level Management

Middle managers act as the bridge between the high-level vision and the ground-level execution. They are heads of specific departments.

#### Key Functions:

- **Interpreting policies** framed by top management for

- Organizing and recruiting personnel for their specific departments.
- Motivating lower-level managers to improve performance.
- Sending reports and feedback back to the top-level executives.

### 3. Lower-Level (First-Line) Management

This level directly oversees the workforce. They are often referred to as operational or supervisory management.

#### **Key Functions:**

- Assigning daily tasks and **supervising workers**.
- Ensuring the quality and quantity of production.
- Maintaining discipline and safety within the workplace.
- Communicating worker grievances to middle management.

### **Introduction to Management Discipline and Activity**

\* Management as a Discipline: It is a formal field of study with its own concepts, theories, principles, and techniques, which are taught in academic institutions.

\* Management as an Activity: It is a process or a set of ongoing activities/functions that managers perform in a real-world setting. These activities include Planning, Organizing, Staffing, Directing (Leading), and Controlling (POSDC).

### **Managerial Roles and Skills**

Managerial Roles (Mintzberg's Roles):

Henry Mintzberg identified ten specific roles that managers

## 1. Interpersonal Roles (Involving people):

- \* Figurehead
- \* Leader
- \* Liaison

## 2. Informational Roles (Processing information):

- \* Monitor
- \* Disseminator
- \* Spokesperson

## 3. Decisional Roles (Making choices):

- \* Entrepreneur
- \* Disturbance Handler
- \* Resource Allocator
- \* Negotiator

## Managerial Skills (Katz's Skills):

\* **Technical Skills:** The ability to use the procedures, techniques, and knowledge of a specialized field (e.g., accounting, engineering, operations). Most important for Lower-Level Managers.

\* **Human/Interpersonal Skills:** The ability to work with, understand, and motivate other people, both individually and in groups. Equally important at All Levels.

\* **Conceptual Skills:** The mental ability to analyze and diagnose complex situations, see the organization as a whole, and understand how the parts fit together. Most important for Top-Level Managers.