

- Introduction to Management
- Nature of Management
- Levels and Functions of Management
- Coordination

Introduction to Management

Concept Explanation: Management is the process of planning, organising, staffing, directing, and controlling the resources of an enterprise to achieve organisational goals.

Key Definitions / Features:

- **Effectiveness vs Efficiency:** Effectiveness means doing the right things (focus on end results), while efficiency means doing things the right way (focus on resources).
- **Characteristics of Management:**
 - Goal-Oriented Process: Integrates efforts to achieve goals.
 - Dynamic: Adapts to changing business environment.
 - Intangible: Cannot be seen but its effects are visible.
 - Group Activity: Involves coordinated efforts of people.
 - All Pervasive: Present in all organisations and departments.
 - Multi-dimensional: Manages work, people, and operations.
 - Continuous Process: Involves ongoing functions like planning, organising, staffing, directing, and controlling.

Objectives of Management:

- Social Objectives: Create economic value for society.
- Organisational Objectives: Efficient use of resources for survival, profit, and growth.
- Personal Objectives: Align personal goals with organisational goals.

Importance of Management:

- Helps achieve group goals by providing direction.
- Increases efficiency by reducing costs and improving productivity.
- Creates a dynamic organisation adaptable to change.
- Helps individuals achieve personal objectives.
- Contributes to societal development through employment and quality products.

Illustrative Example: Management is 10% work and 90% people, emphasizing the importance of human coordination.

Practice Set:

- **Level 1 – Easy:** Define management and explain the difference between effectiveness and efficiency.

- *Level 2 – Moderate:* List and explain any four characteristics of management.
- *Level 3 – Challenging:* Discuss the importance of management in achieving organisational and personal objectives.

Answer Key:

- Management is the process of planning, organising, staffing, directing, and controlling resources to achieve goals.
- Effectiveness is doing the right things; efficiency is doing things right with minimum resources.
- Characteristics include goal-oriented, dynamic, intangible, group activity, all pervasive, multi-dimensional, and continuous process.
- Management helps achieve group goals, increases efficiency, creates dynamic organisations, helps personal goals, and develops social

Quick Reference: Management = Planning + Organising + Staffing + Directing + Controlling

Glossary:

- **Effectiveness:** Achieving desired results.
- **Efficiency:** Optimal use of resources.
- **Goal-Oriented:** Focused on achieving objectives.

Nature of Management

Concept Explanation: Management is considered an art, a science, and a profession, each with distinct features.

Management as an Art: It involves skillful and personal application of knowledge, requiring creativity and practice.

- Personalised application
- Based on practice and creativity
- Existence of theoretical knowledge

Management as a Science: It is a systematised body of knowledge based on principles derived from experiments, with universal validity but situations.

- Systematised knowledge
- Principles based on experiments
- Universal validity
- Social science dealing with human behaviour

Management as a Profession: It is an occupation regulated by recognised bodies, requiring formal qualifications and ethical conduct.

- Well-defined body of knowledge
- Professional association
- Restricted entry
- Ethical code of conduct
- Service motive

Management is on the path to becoming a full-fledged profession.

Practice Set:

- *Level 1 – Easy:* Define management as an art and list its features.
- *Level 2 – Moderate:* Explain why management is considered a science.
- *Level 3 – Challenging:* Discuss the features that qualify management as a profession and its current status.

Answer Key:

- Management as an art involves personal skill and creativity.
- As a science, it has systematised knowledge and universal principles but requires adaptation.
- As a profession, it has a body of knowledge, associations, ethical codes, but is not yet fully established.

Quick Reference: Management = Art + Science + Profession

Glossary:

- **Art:** Skillful application of knowledge.
- **Science:** Systematised knowledge based on principles.
- **Profession:** Occupation with formal qualifications and ethics.

Levels and Functions of Management

Concept Explanation: Management is structured into three levels, each with distinct roles and responsibilities, and performs five key functions.

Levels of Management:

- **Top-Level Management:** Board of Directors, Chairman, Managing Directors, Chief Executives responsible for overall welfare and survival.
- **Middle-Level Management:** Departmental Heads like Finance Manager, Production Manager; link between top and lower levels.
- **Lower/Supervisory/Operational-Level Management:** Foremen, Supervisors who directly oversee workers and daily operations.

Functions of Management:

- **Planning:** Deciding in advance what, when, how, and who will do tasks.
- **Organising:** Assigning duties, grouping tasks, establishing authority, and allocating resources.
- **Staffing:** Finding the right person for the right job.
- **Directing:** Supervising, motivating, leading, and communicating with subordinates.
- **Controlling:** Setting performance standards, measuring actual performance, and taking corrective actions.

Illustrative Examples:

- **Top-Level:** CEO setting corporate strategy and global representation.
- **Middle-Level:** Regional sales manager coordinating sales objectives and supervising store managers.
- **Lower-Level:** Factory supervisor managing daily shop floor activities and workers.

Practice Set:

- *Level 1 – Easy:* Name the three levels of management and their main roles.
- *Level 2 – Moderate:* Explain the five functions of management with examples.
- *Level 3 – Challenging:* Discuss how the levels of management coordinate to achieve organisational goals.

Answer Key:

- Levels: Top (strategic decisions), Middle (departmental coordination), Lower (supervision).
- Functions: Planning, organising, staffing, directing, controlling as defined above.
- Coordination among levels ensures smooth implementation of plans and achievement of goals.

Quick Reference: Levels: Top → Middle → Lower; Functions: Plan → Organise → Staff → Direct → Control

Glossary:

- **Planning:** Preparing for future actions.
- **Organising:** Structuring resources and tasks.
- **Directing:** Leading and motivating employees.

Coordination

Concept Explanation: Coordination is the process by which a manager synchronises activities of different departments to achieve common management functions.

Nature/Features of Coordination:

- All pervasive: Present in all departments and levels.
- Integrates group efforts for unity.
- Continuous process throughout management functions.
- Ensures unity of action.
- Responsibility of all managers.
- Deliberate function requiring conscious effort.

Importance of Coordination:

- **Functional Differentiation:** Links independent departments for unified action.
- **Growth in Size:** Integrates individual and organisational goals as organisation expands.
- **Specialisation:** Harmonises efforts of specialists to avoid conflicts.

Coordination in Management Functions:

- Planning: Align organisational and departmental plans.
- Organising: Balance authority, responsibility, and accountability.
- Staffing: Match job requirements with personnel qualities.
- Directing: Coordinate supervision, motivation, and leadership.

- **Controlling:** Ensure actual results meet expected standards.

Coordination at Different Levels:

- **Top Level:** Integrate organisational activities for goals.
- **Middle Level:** Coordinate efforts of sections and sub-sections.
- **Lower Level:** Coordinate worker activities for work progress.

Practice Set:

- *Level 1 – Easy:* Define coordination and list its features.
- *Level 2 – Moderate:* Explain the importance of coordination in growing organisations.
- *Level 3 – Challenging:* Discuss how coordination is essential in each management function.

Answer Key:

- Coordination is synchronising activities to achieve common goals.
- Features include being pervasive, continuous, integrative, and a managerial responsibility.
- Importance includes linking departments, managing growth, and harmonising specialists.
- Coordination ensures alignment in planning, organising, staffing, directing, and controlling.

Quick Reference: Coordination = Integration + Unity + Continuous Effort

Glossary:

- **Coordination:** Harmonising activities for common goals.
- **Functional Differentiation:** Independent departmental functions.
- **Unity of Action:** Working together effectively.



3. Levels of Management

Planning: Setting goals and outlining steps.

Organising: Arranging resources and tasks.

Staffing: Recruiting and managing personnel.

Directing: Leading and motivating employees.

Controlling: Monitoring and correcting performance.

4. Management Functions

Integrating various activities for harmonious functioning.

Meaning

Continuous process.

Pervasive function.

Deliberate function.

Ensures unity.

Synchronises efforts

Promotes team unity

Enhances efficiency

Characteristics

Importance

5. Coordination

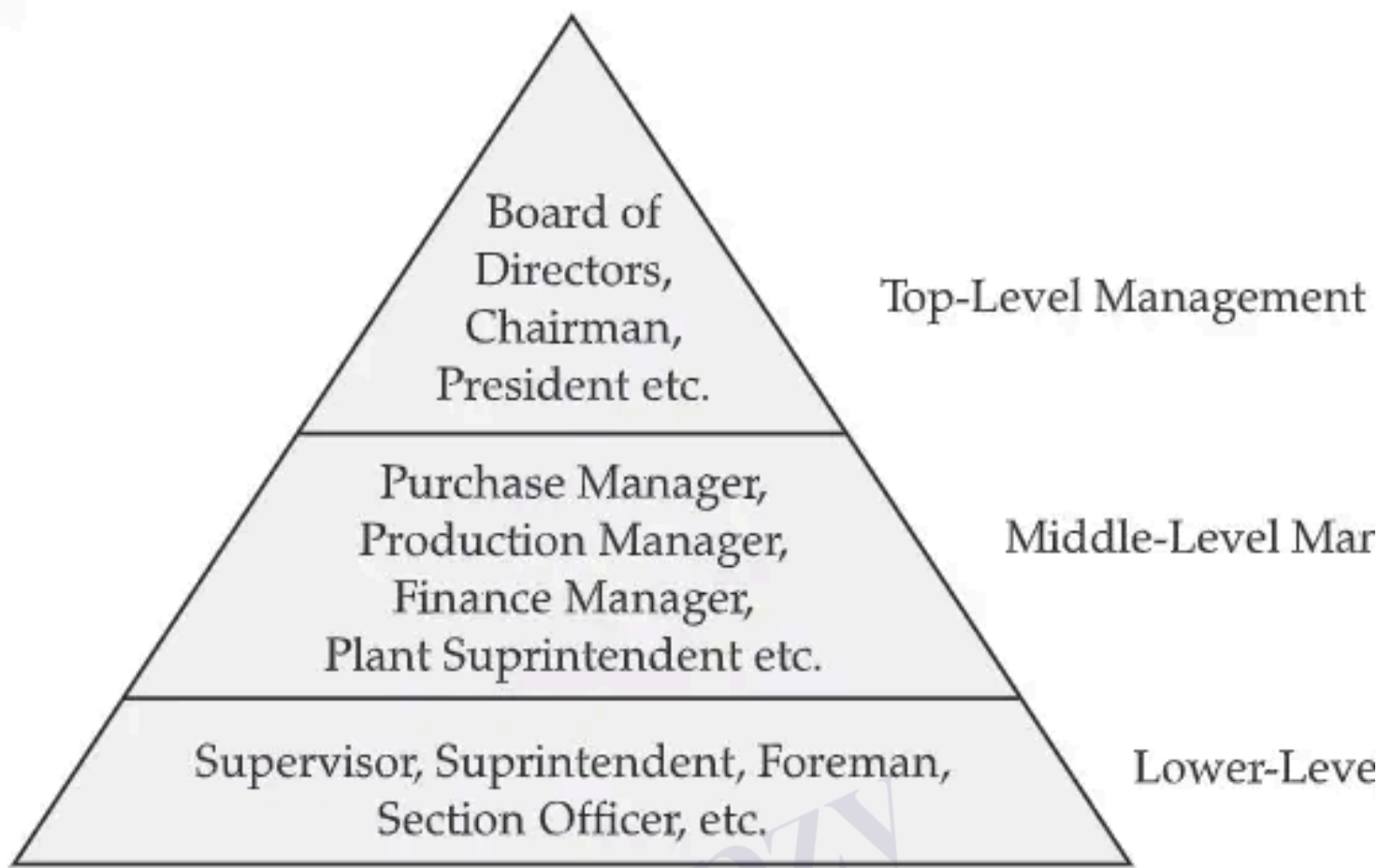
1. Nature and Significance of Management

1. Management

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 - Person
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2. Management as Science, Art and Profession

- Science: Based on princip evidence.
- Art: Requires personal ski creativity.
- Profession: Follows a cod and formal education.



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