

MANAGEMENT

The task of getting results through others by coordinating their efforts is known as management. Just as the mind coordinates and regulates all the activities of a person, management coordinates and regulates the activities of various members of an organisation.

Definition of Management

The definitions by some of the leading management thinkers and practitioners are given below:

- (i) Management is the coordination of all resources through the process of planning, organising, directing and controlling in order to attain stated objectives. (-Henry L. Sisk)
- (ii) Management is the art and science of organising and directing human efforts applied to control the forces and utilise the materials of nature for the benefit of man. (-American Society of Mechanical Engineers).

MANAGEMENT

Definition of Management

- (iii) Management is the creation and maintenance of an internal environment in an enterprise where individuals, working in groups, can perform efficiently and effectively towards the attainment of group goals. (-Harold Koontz and Cyrill O'Donnell).
- (iv) Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way. (-F. W. Taylor)
- (v) To manage is to forecast and to plan, to organise to command, to coordinate and to control. (-Henry Fayol)
- (vi) Management is a multipurpose organ that manage a business and manages Managers and manages Workers work. (-Peter Drucker)
- (vii) Management is a distinct process consisting of planning, organising, actuating and controlling performed to determine and accomplished the objectives by the use of people and resources. (- George R. Terry).

EVOLUTION OF MANAGEMENT

Evolution of Management:

The **evolution of management** thought is a process that started in the early days of man. It began since the period man saw the need to live in groups. Mighty men were able to organize the masses, share them into various groups. The history of management thought can be traced from the administrators and executives working both economic and non-economic organisations.

The evaluation of management can be categorized in to different parts:

- Pre-Scientific Management Era (before 1880),
- Classical management Era (1880-1930),
- Behavioural or Neo-classical Management Era (1930-1950),
- Modern Management era (1950-on word).

EVOLUTION OF MANAGEMENT

• Pre-Scientific Management Era (before 1880)

The period of **1700 to 1800** emphasizes the industrial revolution and the factory system highlights the industrial revolution and the importance of direction as a managerial purpose. Thus, the development of management theory can be recognized as the way people have struggled with relationships at particular times in olden periods. The early contributors to the management are: Robert Owen, Charles Babbage, Henry Robinson Towne, James Watt Jr. etc.

Robert Owens studied for concern for the workers. He was repulsed by the working conditions and poor treatment of the workers in the factories across Scotland. He reduced the use of child labour and used ethical influence rather than physical punishment in his factories.

Babbage considered in the benefits of division of labour and was a supporter of profit sharing. This type of enterprises separated management of business from their ownership and gave emphasis to labour incompetence and improper systems of wage payments

EVOLUTION OF MANAGEMENT		Time Date
Classical management Era (1880-1930), p-48		
The classical approach is the earliest thought of management. The classical approach was associated with the ways to manage work and organizations more efficiently. The classical approach are categorized into three groups namely, scientific management, administrative management, and bureaucratic management.		
1. CLASSICAL APPROACH		
Scientific Management	F.W.Taylor, Grant, Gilberth Emersion	
Administrative Theory of Management	Henri Fayaol, Sheldon Mooney, Parker Foolet	
Bureaucratic Organisation	Max Weber	

EVOLUTION OF MANAGEMENT		Time Date
Classical management Era (1880-1930), p-48 Contd...		
2. BEHAVIOURAL APPROACH		
Human Relation Approach	Elton Mayo	
Behavioural Science Approach	Douglas McGregor, Mashlow, Lewin, Barnard, Denis Likert, Simon etc.	
3. MODERN MANAGEMENT THEORY		
Quantitative Approach	Operation Research specialists of USA, UK	
Systems Approach	Organisational system theories, codering, Kenneth etc.	
Contingent Approach	Tom Burns, Stalker, Woodward, Paul Lawrence Thanpsin	

EVOLUTION OF MANAGEMENT	Time Date
Scientific Management Scientific management implies the application of scientific methods of study and analysis to the problems of management. It is a systematic and thoughtful approach to the job of management as compared to the rule of thumb, or trial and error approaches. It is concerned with the scientific approach of techniques to improve efficiency. F W Taylor is known as "Father of Scientific Management". F.W. Taylor : Scientific management means knowing exactly what you want your men to do and seeing that they do it in the best and the cheapest way. Peter F. Drucker : The cost of scientific management is the organised study of work, the analysis of work into its simplest elements and the systematic management of the workers performance of each element.	

EVOLUTION OF MANAGEMENT	Time Date
Principles of Scientific Management (F. W. Taylor) (i) Science not rule of Thumb (ii) Scientific selection, training and development of workers. (iii) Close cooperation between workers and management. (iv) Equal division of work and responsibility. (v) Maximum prosperity for both employers and employees. (vi) Mental revolution.	

EVOLUTION OF MANAGEMENT

Time
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Principles of Management by Henri Fayol

Fayol emphasised on need for formal education and training in management. He has advocated that the principles of management enjoy universality and management skills are transferable.

Fayol's theory of management completely revolutionised the thinking of managers as throughout his treatise, there exists an understanding of the universality of the principles. Some of these principles were amplified later on by the writers like Sheldon, Mooney and Barnard.

Fayol has established fourteen Principles of management which has elaborated upon on the chapter of principles of management. These fourteen principles are illustrated as under:

EVOLUTION OF MANAGEMENT

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Principles of Management by Henri Fayol

1. Division of work
2. Authority and responsibility
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual's interest of organisation
7. Remuneration
8. Centralisation
9. Scalar Chain
10. Order
11. Equity
12. Stability of tenure of Personnel
13. Initiative
14. Espirit-de-Crops

CONCEPT OF MANAGEMENT

Time
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Concept of management

The term management has been interpreted in several ways; some of which are discussed below-

- **Management as an Activity**

Management is an activity just like playing, studying, teaching etc. As an activity management has been defined as the art of getting things done through the efforts of other people. Management is a group activity wherein managers do to achieve the objectives of the group.

The activities of management are:

- Interpersonal activities
- Decisional activities
- Informative activities

MANAGEMENT

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Concept of management

- **Management as a Process**

Management is considered a process because it involves a series of interrelated functions. It consists of getting the objectives of an organisation and taking steps to achieve objectives. The management process includes planning, organising, staffing, directing and controlling functions.

- **Management as an Academic Discipline**

Management has emerged as a specialised branch of knowledge. It comprises principles and practices for effective management of organisations. Management has become as very popular field of study

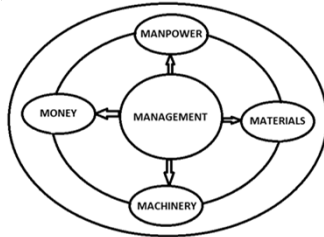
CONCEPT OF MANAGEMENT

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Concept of management

- **Management as an Economic Resource**

Like land, labour and capital, management is an important factor of production. Management occupies the central place among productive factors as it combines and coordinates all other resources. This is shown in Fig. below-



CONCEPT OF MANAGEMENT

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Concept of management

- **Management as a Team**

As a group of persons, management consists of all those who have the responsibility of guiding and coordinating the efforts of other persons. These persons are called as managers who operate at different levels of authority (top, middle, operating). Some of these managers have ownership stake in their firms while others have become managers by virtue of their training and experience. Civil servants and defence personnel who manage public sector undertakings are also part of the management team. As a group managers have become an elite (glass in society occupying positions with enormous power and prestige.

CONCEPT OF MANAGEMENT

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Concept of management

- **Management as a Group**

Management means the group of persons occupying managerial positions. It refers to all those individuals who perform managerial functions. All the managers, e.g., chief executive (managing director), departmental heads, supervisors and so on are collectively known as management.

For example, when one remarks that the management of Reliance Industries Ltd. is good, he is referring to the persons who are managing the company.

FUNCTIONS OF MANAGEMENT

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Functions of Management

Planning: It is the first and foremost function of management, i.e. to decide beforehand what is to be done in future. It encompasses formulating policies, establishing targets, scheduling actions and so forth.

Organizing: Once the plans are formulated, the next step is to organise the activities and resources, as in identifying the tasks, classifying them, assigning duties to subordinates and allocating the resources.

Staffing: It involves hiring personnel for carrying out various activities of the organization. It is to ensure that the right person is appointed to the right job.

FUNCTIONS OF MANAGEMENT	
Functions of Management (contd..)	
<u>Directing:</u> It is the task of the manager to guide, supervise, lead and motivate the subordinates, to ensure that they work in the right direction, so far as the objectives of the organization are concerned.	
<u>Controlling:</u> The controlling function of management involves a number of steps to be taken to make sure that the performance of the employees is as per the plans. It involves establishing performance standards and comparing them with the actual performance. In case of any variations, necessary steps are to be taken for its correction	