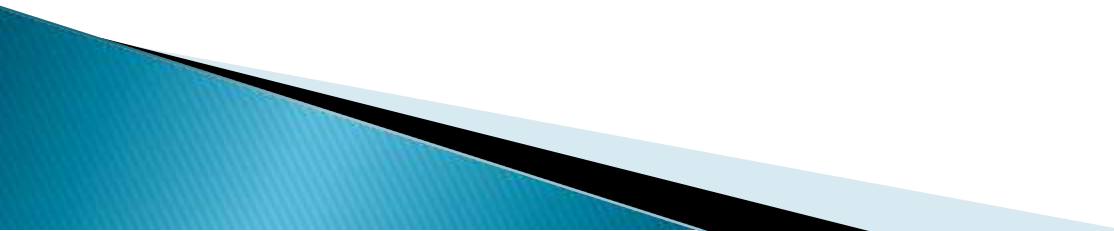
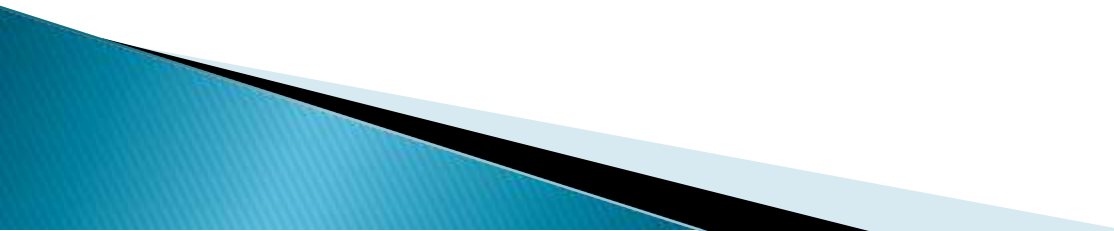


INTRODUCTION

UNIT - 1



Learning Outcomes

- ▶ Concept of management and business management
 - ▶ The management process
 - ▶ Type of managers (general, functional and line managers)
 - ▶ Basic managerial roles and skills
 - ▶ Changing job of managers
 - ▶ Management challenges
 - ▶ Acquaintance to task and general environment of business and analysis of task environment using Porter model
- 

Management: Concepts, Meaning and Definition

It is the process of getting things done through people by making the efficient use of resources.



Management

It is the combination of all the activities and tasks undertaken to achieve organizational goals along with the balanced use of resources.

❑ **Management as a Noun**

- refers to a Group of Managers.

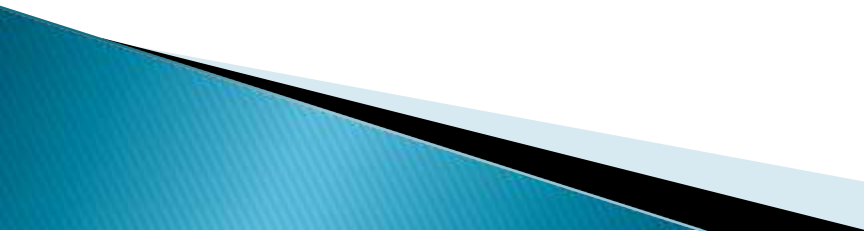
❑ **Management as a Process**

- refers to the Functions of Management i.e. Planning, Organizing, Directing, Controlling, etc.

❑ **Management as a Discipline**

- refers to the Subject of Management.
- 

Five core components

- ❑ Planning, organizing, directing and controlling the activities of **human** and other resources (**financial, physical** and **information**)
 - ❑ Making the most efficient and effective use of resources
 - ❑ Coordinating various activities
 - ❑ Achieving organizational objectives
 - ❑ Coping with a changing environment
- 

Management is a set of activities including planning, organizing, leading and controlling directed at an organization's resources i.e. human, financial, physical and information with the aim of achieving organizational goals effectively and efficiently in a changing environment.

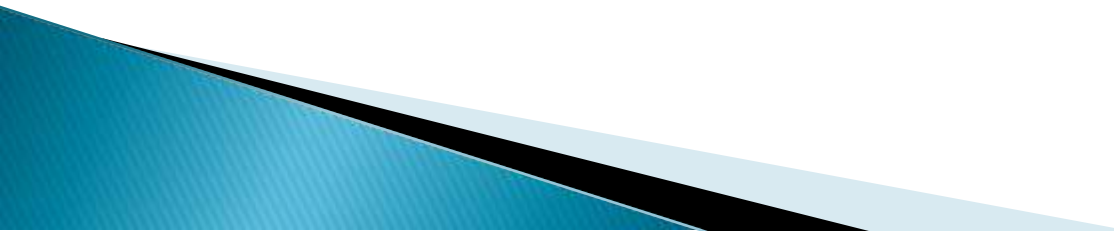
- **Ricky W. Griffin**

To manage is to forecast and to plan, to organize, to command, to co-ordinate and to control.

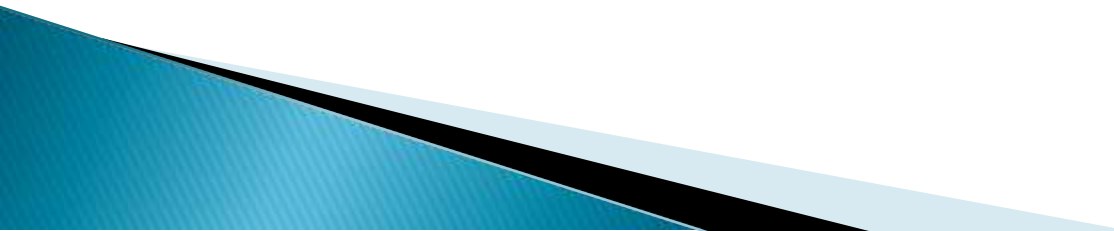
- **Henry Fayol**



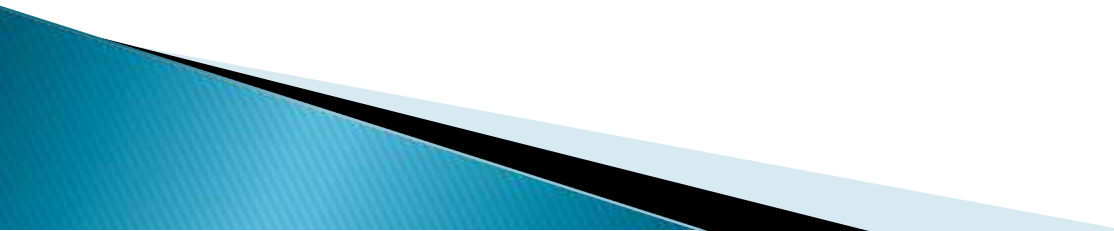
Business Management

- ❑ Business includes all the activities which aim towards providing goods and services to the members of an economic system in a continuous manner.
 - ❑ Business management is related to the management of a business (profitable) organization.
 - ❑ The coordination and organization of business activities are referred to as business management.
 - ❑ An effective business management leads an organization towards sustainability and growth by satisfying and empowering the customers and other stakeholders.
- 

Characteristics of Management

- ❑ Universal and pervasive
 - ❑ Goal oriented
 - ❑ Continuous Process
 - ❑ Multidimensional activity
 - ❑ Group activity
 - ❑ Dynamic function
 - ❑ Science, Art and Profession
 - ❑ Multidisciplinary
 - ❑ Dynamic
 - ❑ Both tangible and intangible
- 

Essence

- ❑ Achievement of objectives
 - ❑ Working with others
 - ❑ Attaining efficiency and effectiveness
 - ❑ Adopting situational approach
 - ❑ Coping with the environment
 - ❑ Responding to social needs
 - ❑ Growing professionalism
 - ❑ Universality in application
- 

**What do managers do to help
accomplish objectives?**



Functions/Process of Management



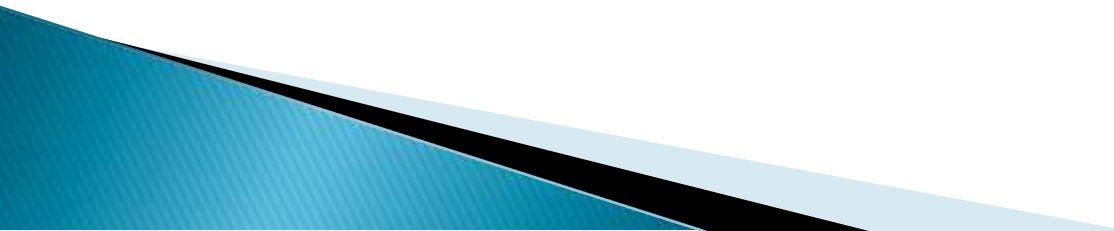
- Planning
- Organizing
- Staffing
- Directing
- Controlling

1. Planning

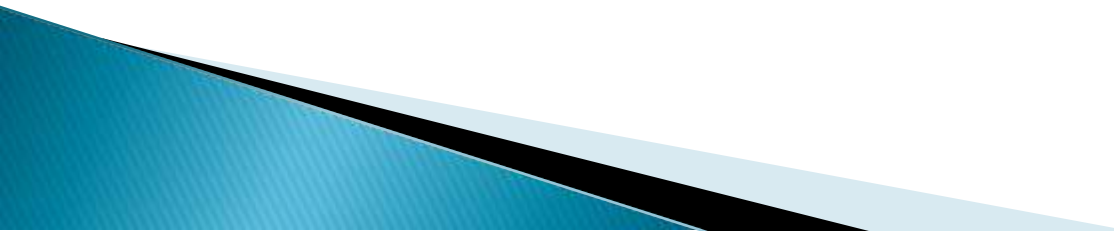
Pre- determining in advance:

- ❖ What to do?
- ❖ When to do?
- ❖ How to do?

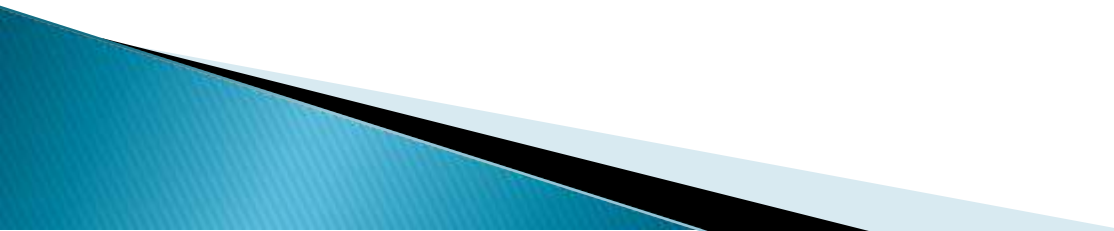
Bridging the gap between:

- ❖ Where we are?
 - ❖ Where we want to be?
- 

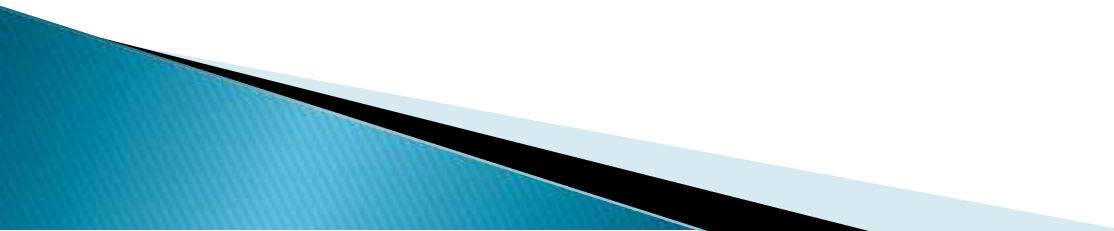
2. Organizing

- ❖ Identification of activities
 - ❖ Classification of activities
 - ❖ Assignment of duties
 - ❖ Delegation of authority and responsibility
 - ❖ Coordinating between relationships
- 

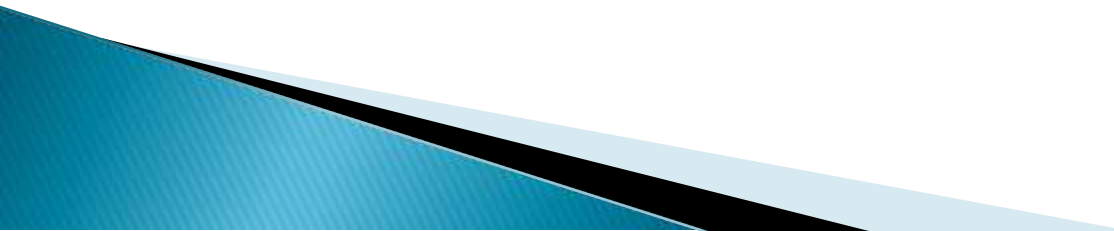
3. Staffing

- ❖ Manpower planning
 - ❖ Recruitment and selection
 - ❖ Training and development
 - ❖ Remuneration
 - ❖ Performance appraisal
 - ❖ Promotions and transfer
- 

4. Directing

- ❖ Supervision
 - ❖ Motivation
 - ❖ Leadership
 - ❖ Communication
 - ❖ Coordination
- 

5. Controlling

- ❖ Establishment of standard performance
 - ❖ Measurement of actual performance
 - ❖ Comparison of actual performance and standard
 - ❖ Corrective measures
- 

Levels of Management

Upper Level Management

- Long- term goals like products, markets, business organizing
- Titles like CEO, CFO, COO, CTO, VP

Middle Level Management

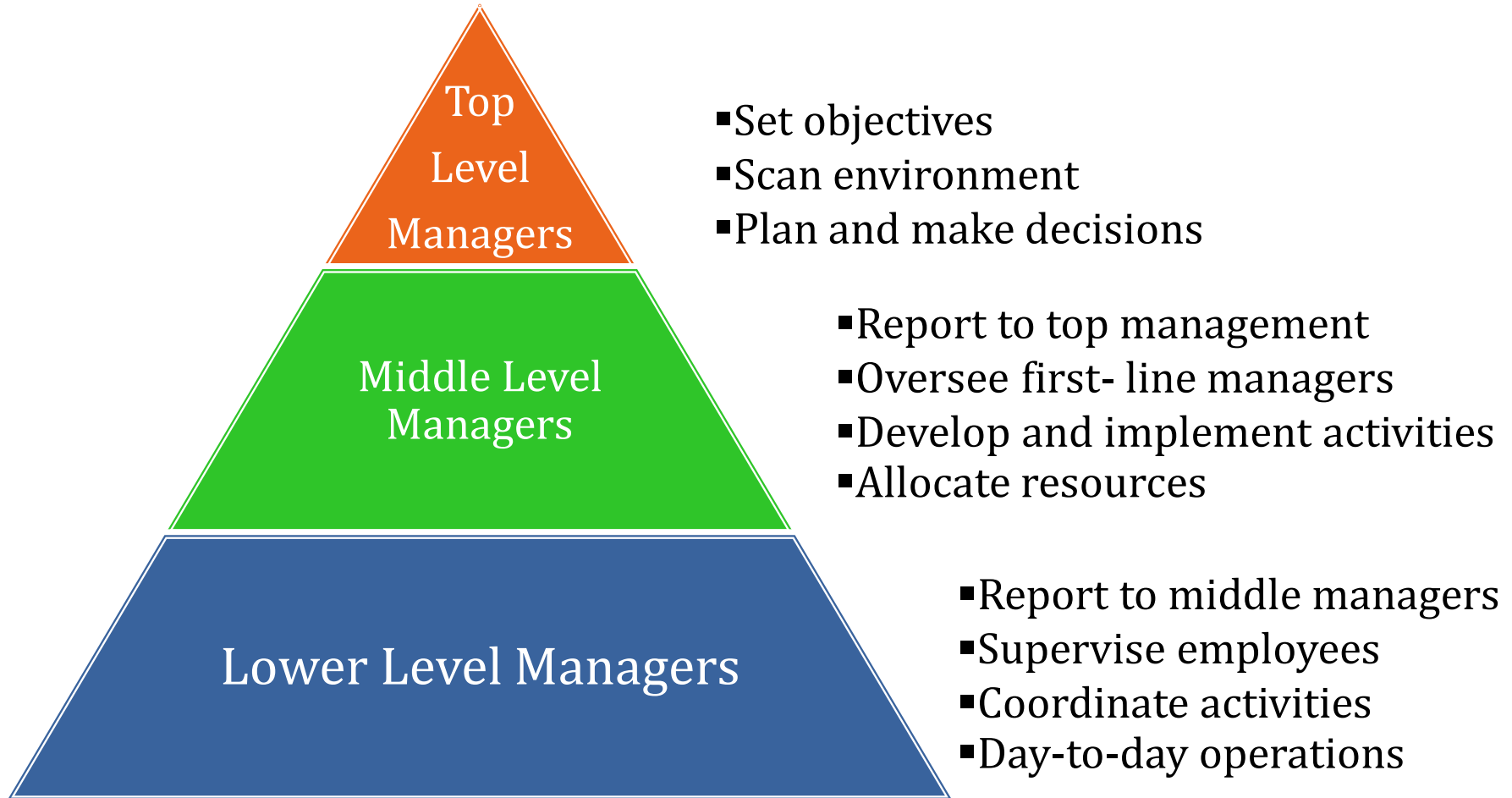
- Interprets plans and sets actions
- Titles like regional/ plant managers

Lower Level Management

- Implements plans
- Titles like team leader, assistant manager, shift manager

Types of Managers

(on the basis of levels of management)



Characteristics	Top Management	Middle Management	Operating Management
Planning	Strategic	Tactical	Operational
Time	One to five years	Up to a year	Day to day
Level of Complexity	Very complex	Less Complex	Straightforward
Number of People	Few	Moderate	Many
Nature of Activity	Relatively unstructured	Moderately structured	Highly structured
Mental Attributes	Creative, innovative	Responsible, administrative	Effective, efficient

Types of Managers

(on the basis of areas of management/nature of job)

1. General Managers

Managers who are not assigned a particular type of job and perform jobs on the basis of situations and requirements. They are responsible for all the activities of the organization, so their job keeps rotating. E.g.- CEO, VP, etc.

2. Line/Functional Managers

Managers who are responsible for a particular function of an organization. They specialize in one management area and have well-defined duties and responsibilities. E.g.- finance manager, production manager, etc.

3. Staff Managers

Managers who possess expertise in their specialized area of knowledge and who support the line/functional managers. E.g.- legal advisors, auditors, consultants.

Managerial roles

- ▶ What parts does a manager need to play in due course in an organization?
- ▶ A role is defined as the position or purpose someone had in a situation or organization.

Interpersonal Roles

Figurehead

Leader

Liaison

Informational Roles

Monitor

Disseminator

Spokesperson

Decisional Roles

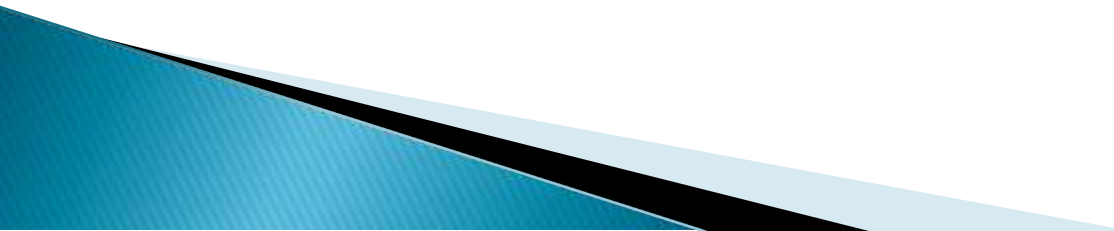
Entrepreneur

Disturbance handler

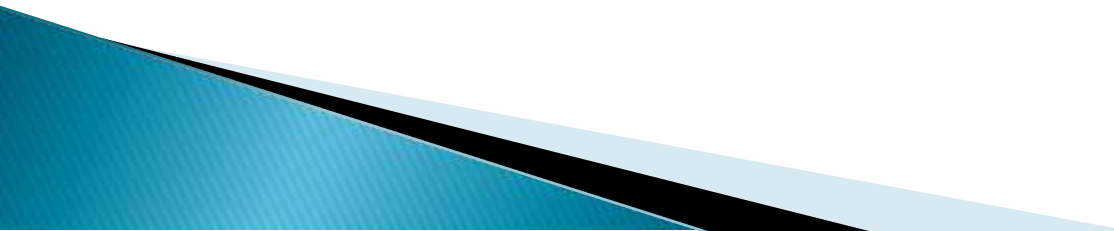
Resource allocator

Negotiator

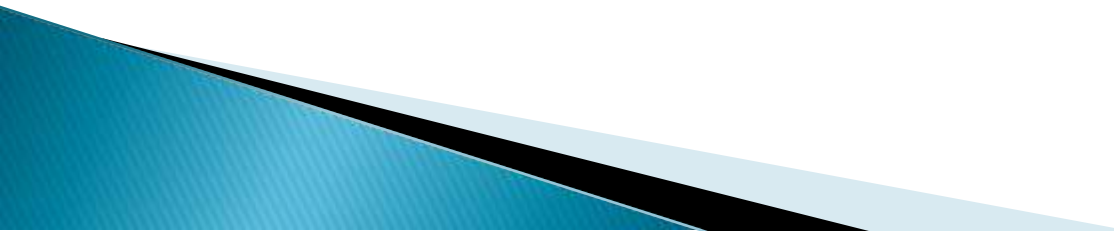
Interpersonal Roles

- ❑ **Figurehead** : Greeting and receiving visitors, chairing board meetings and representing the organization
 - ❑ **Leader** : Directing, coordinating, motivating, staffing and controlling activities
 - ❑ **Liaison** : Maintaining internal and external relationship
- 

Informational Roles

- ❑ **Monitor** : Assessment and evaluation of things going on around
 - ❑ **Disseminator** : Provide information to sub-ordinates
 - ❑ **Spokesperson** : Explain the work to organizational members and outsiders
- 

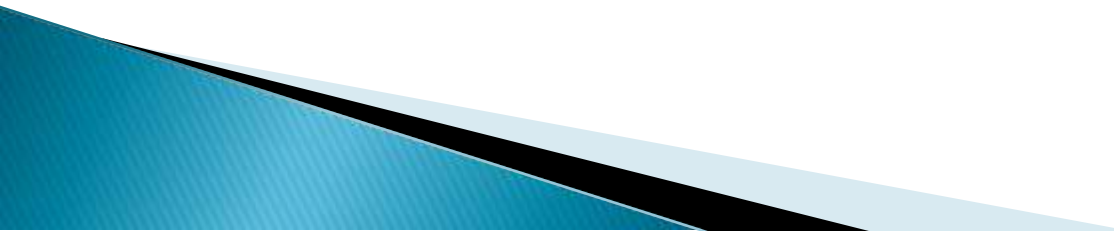
Decisional Roles

- ❑ **Entrepreneurship** : Planning and initiating change within an organization
 - ❑ **Disturbance Handler** : Maintaining pleasant working environment
 - ❑ **Resource Allocator** : Allocation of resources
 - ❑ **Negotiator** : Protecting organization's interest
- 

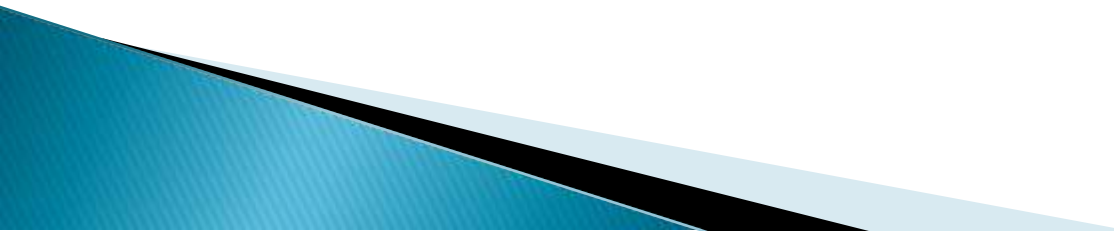
Managerial Skills

What kind of **skills** do managers need to perform their functions effectively?

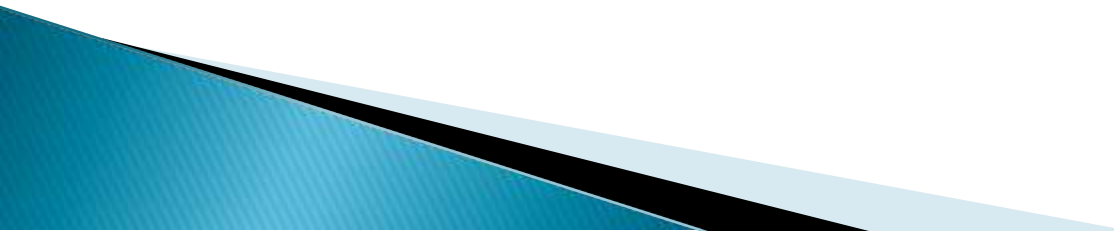
A skill is defined as an ability or proficiency to perform a particular task.



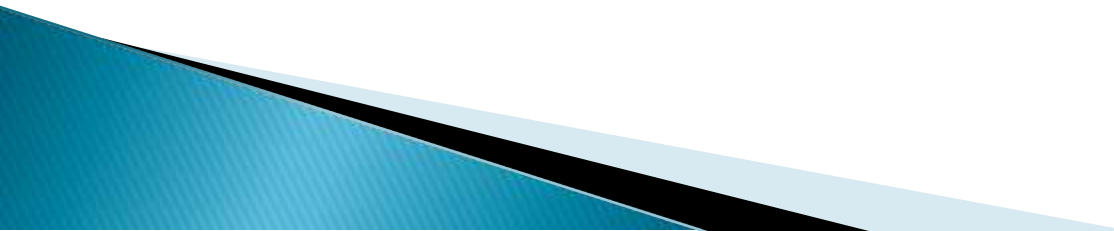
1. Technical Skills

- ❑ Use of company or industry-specific methods and processes, formal problem-solving techniques, technology systems and machinery and other tools
 - ❑ Ability to process technical side of a job
 - ❑ **Office Skills, Computer and Digital Literacy, Technical Writing, Information Technology, Project Management, Data Management**
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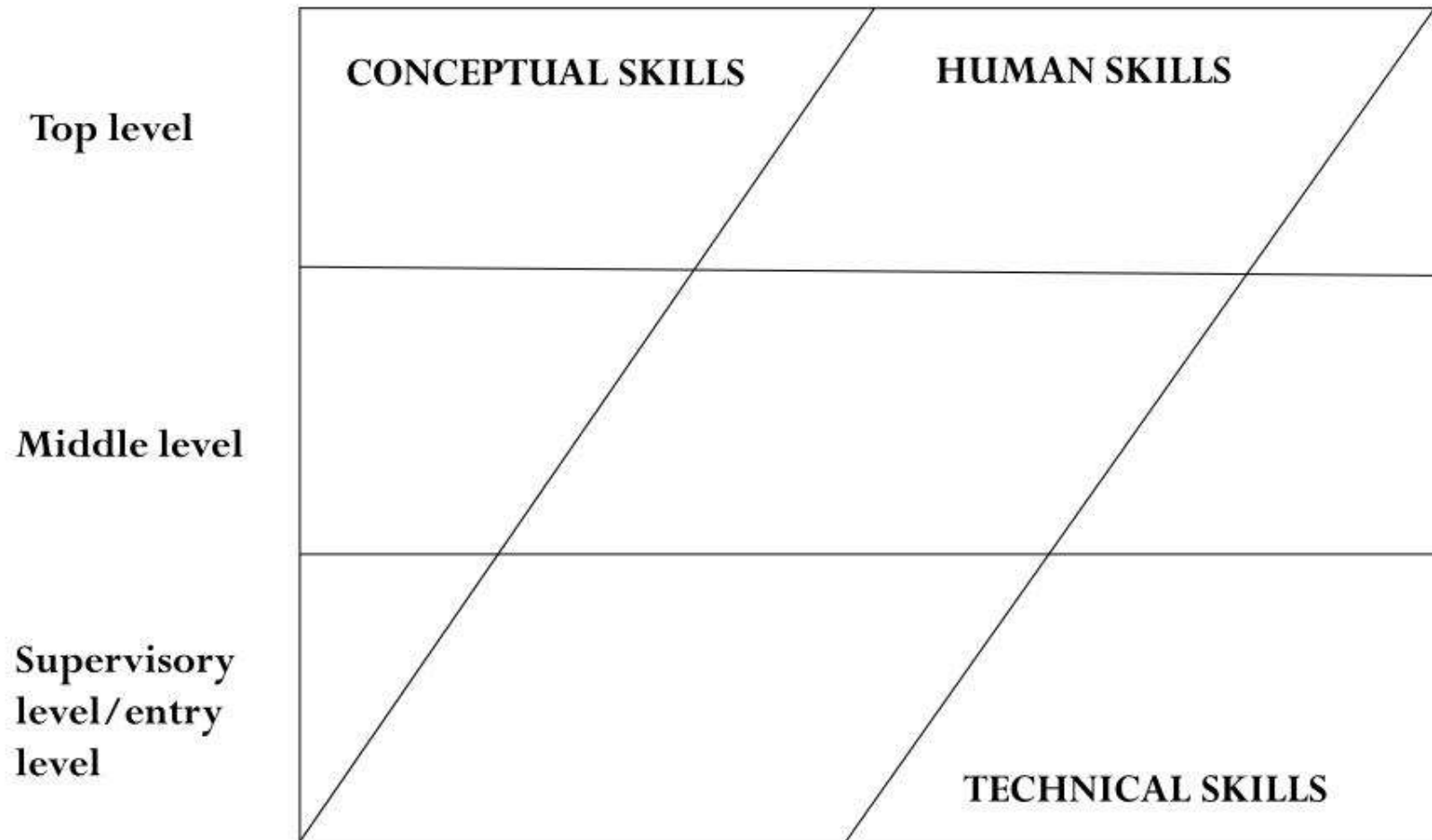
2. Human Skills

- ❑ Power to understand, alter, lead, communicate, coordinate and control the behavior of other individuals and groups.
 - ❑ Two- way communication
 - ❑ **Communication, Motivation, Conflict Management, Group Dynamics**
- 

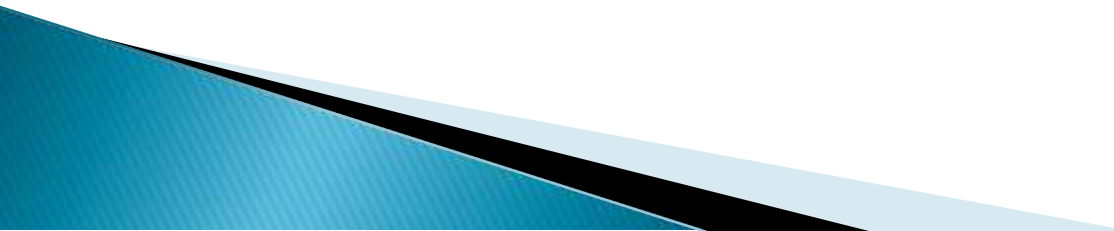
3. Conceptual Skills

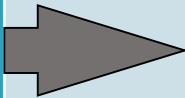
- ❑ Formulation of ideas and concepts
 - ❑ Identify, analyze, diagnose, anticipate the environment to develop strategic plans
 - ❑ **Analytical skills, Diagnostic skills, Decision- making skills, Computer skills, Institution Building skills**
- 

Three Management Skills: Robert Katz



Changing job of managers

- ❑ From specialist to managers
 - ❑ Mastering the job
 - ❑ Previous scenario
(hard skills also called technical skills, are job-specific, relevant to each position and seniority level)
 - ❑ Current scenario
(general characteristics relevant to personality traits)
- 

From individual identity		To new managerial identity
Specialist		Generalist
Specific task		Multitasking
Individual performer		Network builder
Relatively independent performer		Highly interdependent performer

Becoming a Manager:

Role of education, experience and situation

Education

- Gives a platform and process of logical reasoning
- Theoretical Knowledge

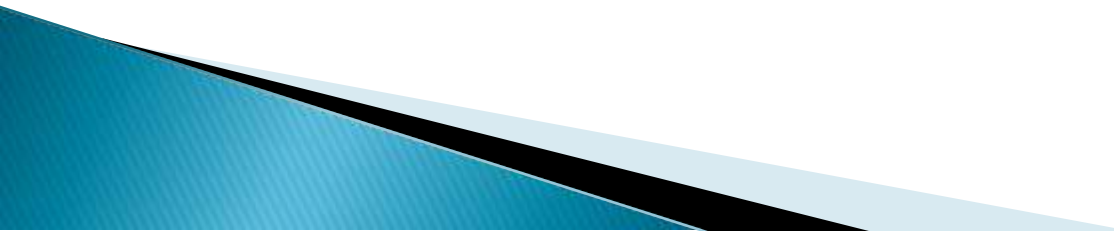
Experience

- Provides on-the-job practical skills
- Learning by doing

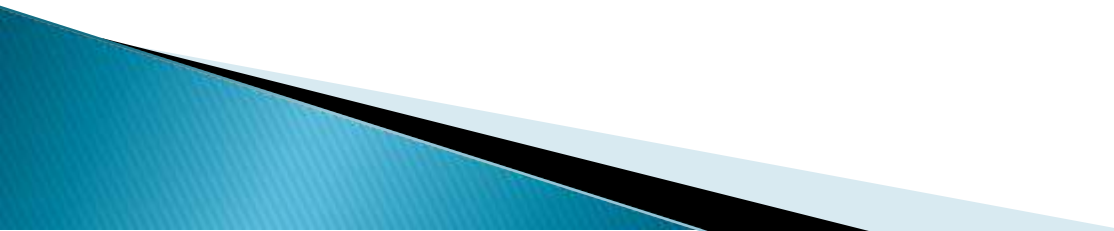
Situation

- Demands sound decisions under pressure and stress
- Relationship between situation & manner of dealing

Management Challenges

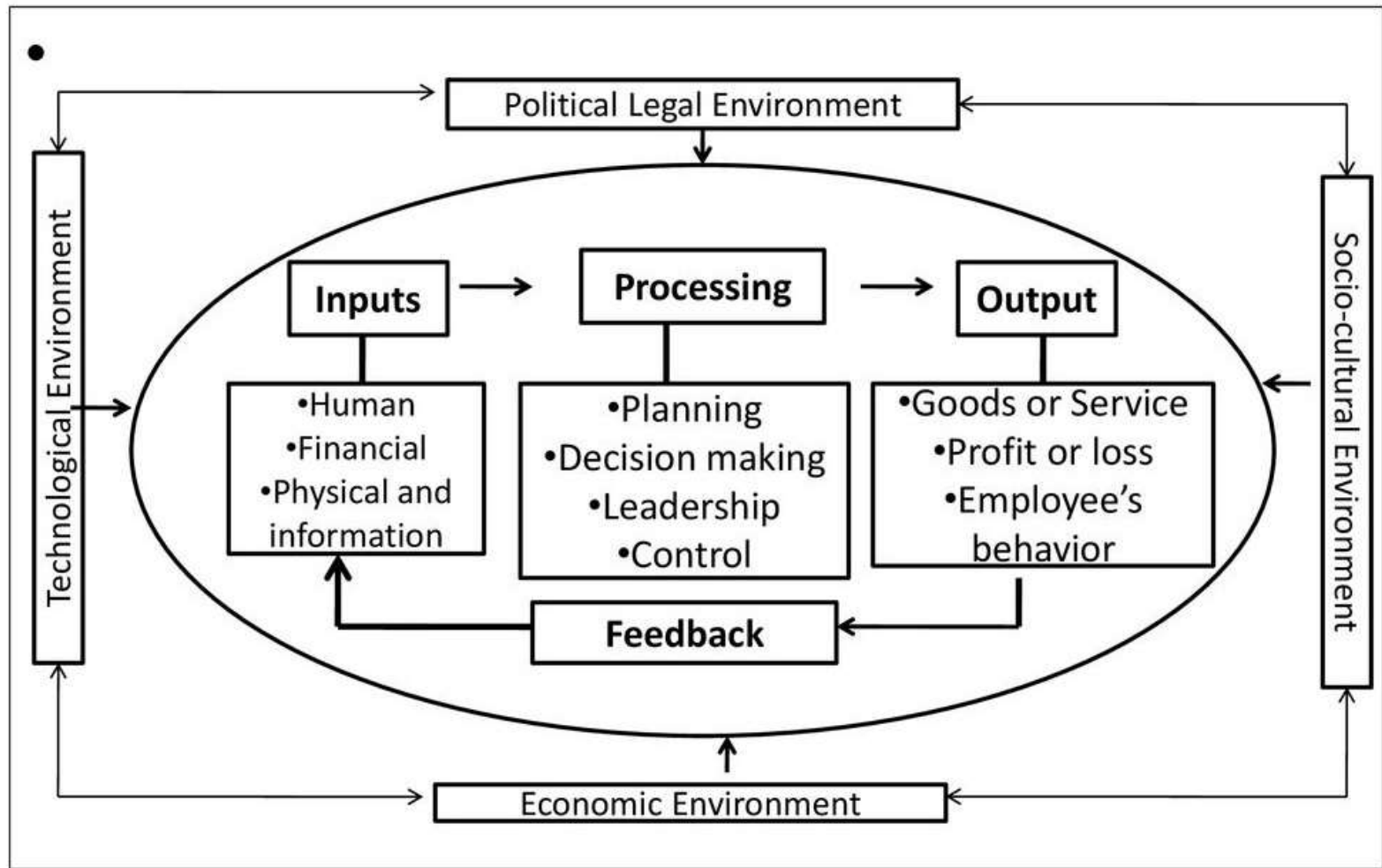
- ▶ Globalization
 - ▶ Environmentalism
 - ▶ Growing concern in Quality and Productivity
 - ▶ Ethics and Social Responsibility
 - ▶ Workforce Diversity
 - ▶ Innovation and Change
 - ▶ Employee Empowerment
 - ▶ Knowledge Management
- 

Business Environment

- ❑ Internal and external forces that influence the development, performance and outcome of a business.
 - ❑ Sum total of all factors, forces, events and institutions that surround business.
- 

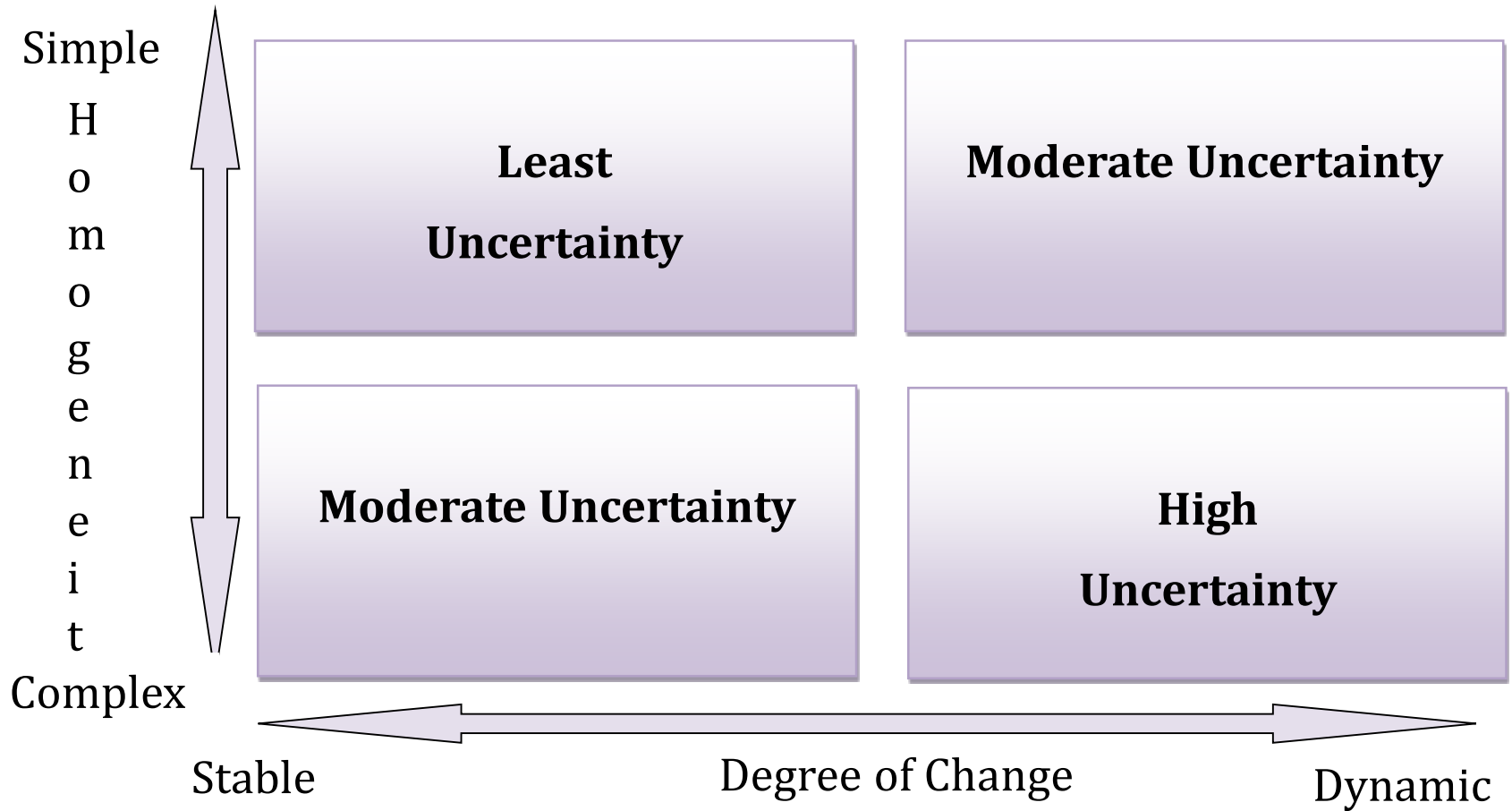


A Business System & its Environment

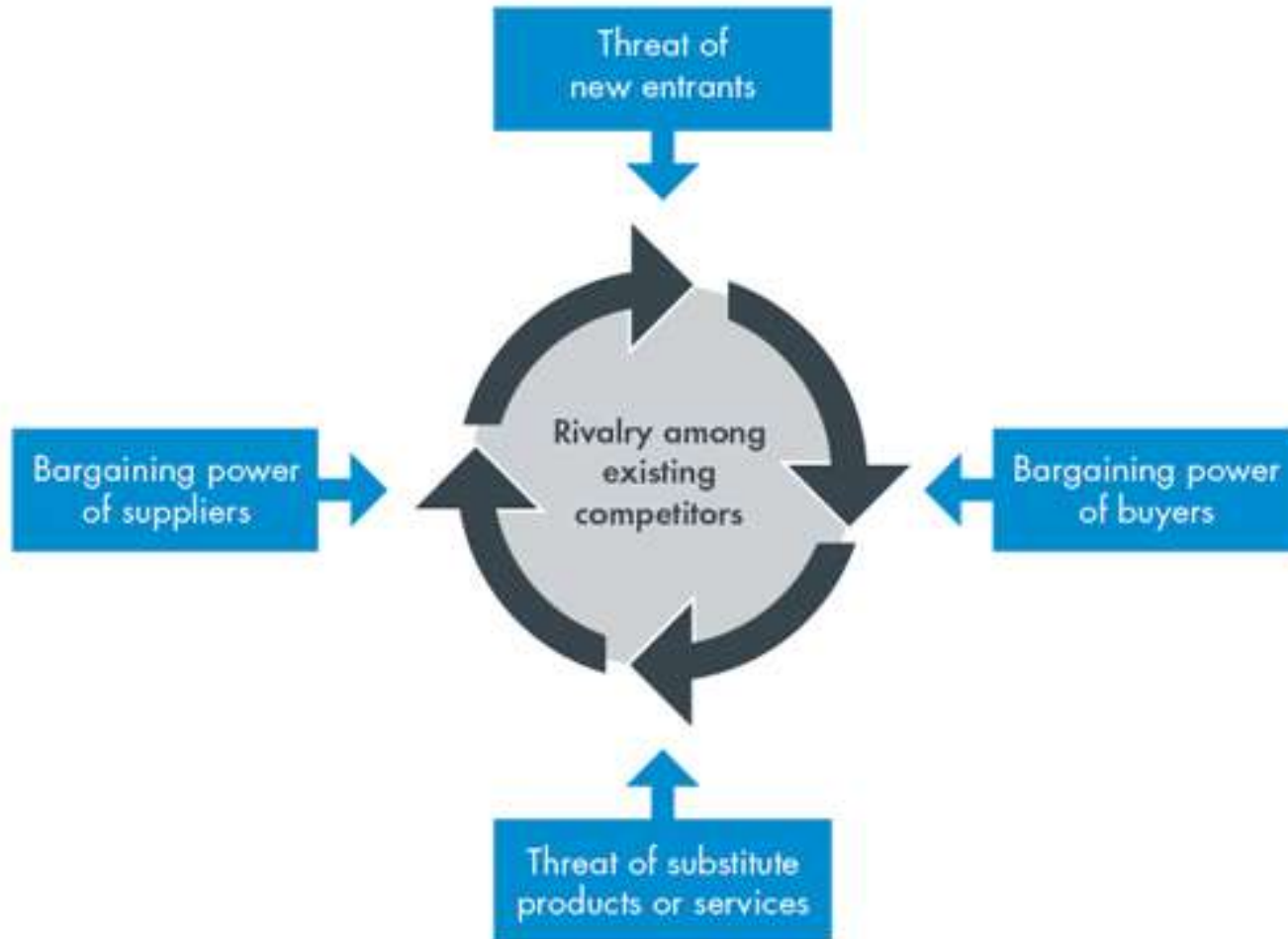


How environment influences organizations?

Environmental change and complexity (James D. Thompson)



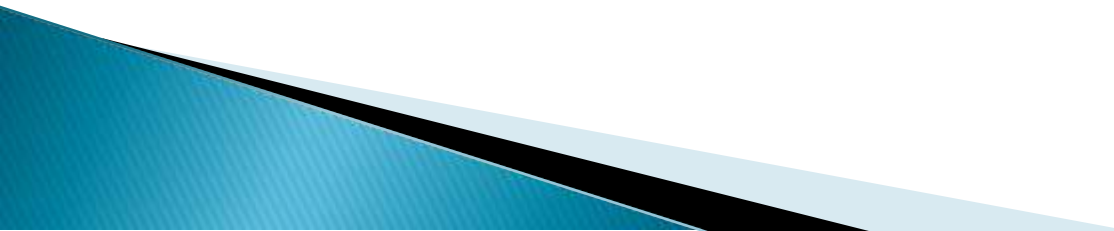
Porter's Five Forces Model





Source: Adapted from Porter, 1979

Environmental Turbulence

- ❑ Natural disaster like flood, landslide, earthquake, volcano, etc.
 - ❑ Uncertain, No pre-warning
 - ❑ Causes huge loss of property as well as people
- 

Thank
you