

## Chapter - 1

### Nature of management.

Management is an art of getting things done through people with the process of planning, organizing, staffing, directing and controlling for achieving desired goals. Peoples have accepted that management is necessary for a business activities, government enterprises, educational institution etc.

1) Management as a noun - While considering to the management as a noun, it refers to all the managerial staffs of an organization engaged in formulation plans, policies and supervision as well as controlling the task of subordinates/employees. It comprises to the board of directors, managerial directors, managers, department heads, supervision etc. In short, management as a noun indicated all the person who directs the work of others.

2) Management as a discipline - It can be understood as a branch of knowledge which relates in the study of certain principles and practices. As in others disciplines, managers can be developed through knowledge of education. It has established itself as a discipline by developing the concept that noone has to be born with the qualities of a manager an organization. The qualities of manager can be developed through teaching, learning and experiences.

3) Management as a process - While looking as a process, it accomplishes the activities of planning, organizing, staffing, directing and controlling. It performs all these functions in a coordinated manner. Thus, it indicates that management is a process of doing the activities which are performed by the organization or the manager to attain organizational goals of an organization through the work done by the staffs. It is known as a universal process which is used everywhere to perform function of the organization for attaining goals.

4) Management as an art - As an art, management refers to practical knowledge and skills intended to get things done through and with other in a formally organized group for achieving goals by using limited resources effectively and efficiently. It requires practical perfection and personal skill to perform any task efficiently. It requires practical perfection and personal skill to perform any task effectively. In this context, management is an art because we can apply the achieve the best result of organization. More specifically we accept management as an art, as it holds the following characteristics of an art.

1) Practical knowledge - Practical knowledge means knowing how to use the knowledge efficiently in achieving desired objectives and results. The purpose of any organization cannot be achieved unless the manager has the skills and art of using the principles and knowledge of management to

## Solve organizational problems

2) Personal skill - Skill vary from person to person. Even if the knowledge and qualifications are the same the way of working of one person may differ with other persons, and thus, their performance will be different.

3) <sup>Result oriented</sup> Concrete result - Management is a tool that ensures the achievement of the desired objectives of the organization, and the use of management systems and tools is directed in so achieving the objectives of the organization.

4) Creativity - Creativity means to generate something new or change it. Management is creative knowledge, because it co-ordinates the human and non-human resources of production to create a new product or service by changing the attitudes and behaviours of the employees to achieve the objectives of the organization.

5) Personal judgement - Although management principles are universal and useful, it requires personal judgement to apply them in the right way at the right time for getting the expected results.

6) Improvement through continuous practice - The efficiency of any work is enhanced by the continuous use of that work. A manager learns how to perform managerial activities well through continuous use in

the organization and completes them efficiently by gaining experience

8) Management as a science - Management is a systematic and organized body of knowledge of managing resources effectively and efficiently to achieve defined objectives through the application of scientifically developed knowledge and skills. Science is a well-organized description of any situation, which clarifies the relationship between cause and effect. It plans some rules or principles through observation and experiment. The major features of science are discussed below:

1) Universal principle - Scientific principles represent basic truth and they are developed after a series of experiments that can be universally used. The management process may vary from organization to organization, but its universal principle is the same in all organizations.

2) Scientific research system - Theories of science are developed based on research and experiment. By analyzing the problem through scientific research, the solution is sought by choosing the right and best option from the many options of the problem.

3) Relation between cause and effect - Scientific principles provide way that, what will be the result of the work. For, example, if management provides

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training to employees on work procedures organizational performance increases. Here, training is a cause and organizational performance is effect.

4) Testable principle - At all times of ~~principle~~ practical life, these principles are used to solve various problems and get the desired result. If the same results have been obtained repeatedly while solving a particular problems by using the same method, it is said to be scientifically tested.

### Question answers of the chapter

#### Very short answer questions.

1) What is management?

⇒ Management is an art of getting things done through people with the process of planning, organizing, staffing, directing and controlling for achieving desire goals.

2) Mention any three characteristics of management.

- ⇒
- 1) Management is a distinct process
  - 2) Management is both science and art.
  - 3) Management is a goal oriented.

3) Mention the level of management.

- ⇒
- 1) Administrative or top level management

- 2) Executive or middle level of management.
- 3) Supervisory, operative or lower level of management.

4) Define management as an art or a science.

⇒ - As an art management refers to practical knowledge and skills intended to get things done through and with other in a formally organized group for achieving goals by using limited resources effectively and efficiently.

- Management is a science because it uses scientific method for observation and its principles are developed through continuous observation and experiment and its universally applicable.

5) Mention the functions of management.

⇒ They are:

- Planning
- organising
- staffing
- leading
- directing
- Motivating
- communicating
- co-ordinating
- controlling.

### Short answer questions

1) Explain the characteristics of management.

- 1) Management is a distinct process - It is a distinct process whereas different process and function of each and every organisation.
- 2) Management is goal oriented - Management is practiced to achieve certain goals. Some of them are to maximize efficiency, to maximize profit, to fulfill social responsibility.
- 3) Management is a profession - Management has become a growing profession. In these days, many people in our society are working as a management consultant.
- 4) Management is a social process - Management is featured as a social process because it deals with people

2) Give the concept of management. Distinguish between management and administration.

⇒ Management is an art of getting things done through people with the process of planning, organizing, staffing, directing and controlling for achieving of desire goals.

Management	Administration
1) It is doing or implementing function.	1) It is thinking or determining function.
2) Management is the operative level authority of the organisation.	2) Administration is the top level authority of the organisation.

3) What are the levels of management? What are the function of top management.

⇒ Top level management  
Middle level management  
Lower level management

### Function of top level management

- 1) To define the goals and formulate the objectives of the organisation.
- 2) To establish policies and prepare plans to attain the goals.
- 3) To provide the overall direction to the organisation.
- 4) To control the business operations efficiently.

4) Define management and explain its functions.

⇒ Management is a distinct process consisting of planning, organising, activating and controlling perform activities to determine and accomplish the objectives by the use of people and resources.

Explaining its functions.

- Planning = It is the purpose of ascertaining in advance what is supposed to be done and who has to do it.
- Organising = It is the administrative operation of specifying grouping tasks, duties, authorising power and designating resources needed to carry out particular system.
- Staffing = It is obtaining the best resources for the right job.

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- Directing: It involves directing, leading and encouraging the employees to complete the tasks allocated to them.
  - Controlling: It is the management operation of controlling organisational achievement towards the accomplishment of organisational intentions.

long question answer

2) Discuss "management as a science, art and profession."

→ Management as a science - Science is a systematised body of knowledge. It uses scientific method for observation. Its principles are developed through the continuous observation and experiment. Its principles are universally applicable. The application of principles and its result can be predicated and verified. The principles establish cause-effect relationship between various factors.

Management as an art - Art is the act of putting knowledge into practice. The art is the way of doing things where the art is one's creativity, imagination and intelligence in the process of realization of certain goals. The art is one's skill to put knowledge into action and also the art is intelligence practice of a professional.

Management as a profession: A profession is an occupation in a specific sector of the economy. Such profession requires specialised knowledge, skill, formal education, training and continuous practice. It is a body of knowledge. Where having formal education and training.

Management as a science can be explained through several key points:

- 1) Systematic knowledge: Management is built upon a body of systematic knowledge that includes theories, principles and concepts.
- 2) Principles and laws: Like other sciences, management has its own set of principles and laws derived from experiments and observations.
- 3) Cause and effect relationship: Management studies the cause and effect relationships in organization activities and behaviour.
- 4) Objective analysis: Management employs objective analysis and scientific methods such as statistical tools, modeling.
- 5) Predictability: The principles of management can predict outcomes when applied in similar situations, providing a level of predictability in organization process.

Management as an art can be explained through several key points:

- 1) Personal skill and experience: Effective management requires personal skills and experience just as artists develop their unique styles through practice and personal expression.
- 2) Creativity and Innovation: Management involves creativity in problem-solving, decision-making and innovating new ways to achieve organizational goals.
- 3) Interpersonal skills: Good managers need strong interpersonal skills to motivate, inspire and lead their teams.

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