

Resource Metadata

Level	Undergraduate
Duration	3 Hours: 2 hours lecture 1 Hour Tutorial
Resources required	Moodle Platform https://udmintelec.org/course/view.php?id=5

Learning Outcomes

- Apply the fundamental concepts and definitions of management and its importance in organisations.
- Identify and differentiate between various levels and types of managers within an organisation.
- Explain the key functions of managers: planning, organising, leading, and controlling.
- Recognise the characteristics and features that define different organisations and their goals.
- Analyse the relationship between efficiency and effectiveness in achieving organisational objectives.
- Describe the significance of management theories and the distinction between management as a science and an art.
- Appreciate the reasons for studying management and how management principles apply in real-world organisational contexts.

Managers and Management

Introduction

Most people in the course of their daily life practise management. The term is however more appropriately adapted in organisations where managers practise it as a discipline. Management is also a popular subject which is studied at tertiary level in most institutions where business is studied.

Management is a challenging exercise for managers. It is often heard that the best companies are those that are managed in the most efficient way. Therefore, it is important to emphasise that management should be learnt and applied correctly. To the business studies student, knowledge of management is crucial because it helps him/her gain the basic foundation of effective management. When the student joins the workplace, he/she should be familiar with the way the organisation is managed and how things are done.

It is interesting to note that management as a subject relies on theories developed by eminent writers and academics. They have prepared universally accepted theories. Such theories also rely on logic and practice. Management, as a discipline, relies on the contribution of both theoretical and practical aspects.

Managers work in organisations. They direct the activities of other people. It is through their leadership that employees of an organisation work. Managers do not carry out all the tasks rather they have a certain number of activities done by employees known as operatives. Managers are at the highest level in the organisation while employees just work under managers' supervision.

Operatives are people who work directly on a job or task and have no responsibility for overseeing the work of others. The people who manufacture a shirt in a textile factory, prepare Kentucky Fried Chicken or do manual jobs in the sugar industry are all operatives.

An organisation is a systematic arrangement of people to accomplish some specific purpose. The institute where you follow a diploma course is an organisation. So are government offices, the Medical Association, churches, and any trade union. These are all organisations but they have three common characteristics.

Each organisation has a goal.

Each is composed of people.

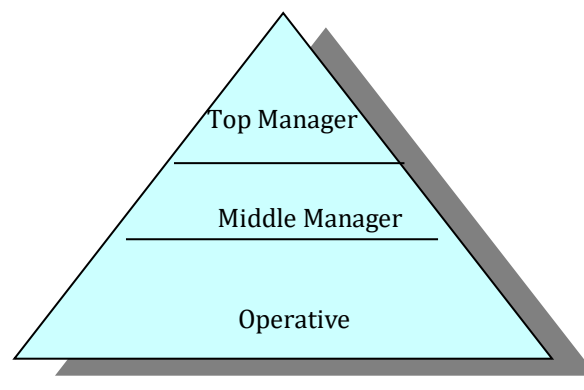
Every organisation has a systematic structure that defines and limits the behaviour of its members.

Types of Managers

First line managers are usually called supervisors. In a manufacturing plant, the first-line manager is a foreman. Sometimes the term junior manager is used for the first line manager.

Higher up the organisation is the middle manager. Middle managers have titles such as project manager, division manager or unit leader. They can be sometimes called functional managers.

At the top of the organisation, managers typically have titles such as vice-president, president, chancellor, managing director.



Defining Management

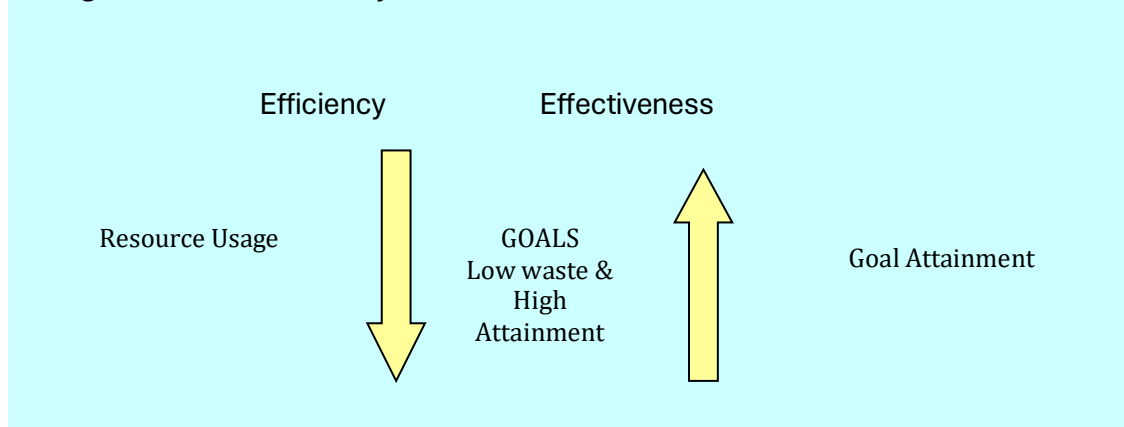
The term management refers to the process of getting activities done efficiently with or through people. The process refers to the functions and primary activities engaged in by managers. These functions are typically labelled planning, organising, leading and controlling.

Efficiency is a term that is used to illustrate the concept of management. It refers to the relationship between inputs and outputs. If output is greater than input, then there is increased efficiency.

$$\text{Efficiency} = \frac{\text{Output}}{\text{Input}}$$

Effectiveness is also used in conjunction with the term management. When managers achieve their organisational goal, they become effective. Efficiency is concerned with means and effectiveness with ends.

Management seeks efficiency and effectiveness



Effective goals:

Raising profit by 20 % per year
Annual Turnover of 25%

Efficiency:

Wastage reduced by 10%
Labour: Manhours improving by an index of 20

Functions of Managers

Introduction

There are four basic functions of managers. Some textbooks may mention more than four functions but they are more or less similar.

The four basic functions of managers are:

Planning

It encompasses defining goals, establishing the strategy of the organisation, and developing subplans to coordinate activities. There can be a hierarchy of plans, say strategic, tactical and operational plans.

Planning is also concerned with the devising of policies and objectives that an organisation is likely to achieve in the long run for its success.

Organising

Organising is determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom and where decisions are made. Organisation of tasks is also related to the different activities that will take place, the time tables and tasks that should be achieved in the organisation

Leading

Leading involves motivating subordinates, directing others, selecting the most effective communication channels, and resolving conflicts.

Controlling

The final functions that managers perform is controlling. To ensure that things are going as they should, management must monitor the organisation's performance. Actual performance must be compared with the previously set goals. If there are many significant deviations, it is the manager's job to get the organisation back on track. The controlling function is related to monitoring, comparing and correcting deviations from stated plans.

The reasons for studying management

The first reason for studying management is that everybody has some interest in improving the way that organisations are run. We all interact with different organisations in our daily life and we expect them to give us value for money. Companies that are well managed are bound to offer the highest degree of satisfaction to those which are poorly managed.

The second reason is that once you get your qualification, you will seek a job where you will either manage or be managed. You will be partly involved in management or you will contribute to the effective management of your company. A study of management principles helps you understand the different facets of the discipline and increase your knowledge about it.

Management-Art or Science

Management is a science where managers apply the different theories that have been developed by management thinkers and writers. Such theories have not been developed by chance. Rather, they have been developed through research and experimentation and some approaches are very useful at the workplace. Besides, management has developed from various schools of thought and all of them have contributed to making the subject interesting and lively.

Management can also be termed as an art. Every manager may have his particular characteristics and attitudes. He must use them to enable him to be successful in various situations. Some can be complex and quick solutions may not be easily found. Therefore, managers who have the art of managing, like using tact and diplomacy, showing interest in workers, allowing for participation, among others, succeed by their skill at work.

However, managers cannot succeed only through their art. Rather a sound knowledge of management and a suitable application of practical skills help managers to get the best from their job and this benefits not only the workers but the organisation as a whole.

Other definitions of management

Henri Fayol (1916)

To manage is to forecast and plan, to organise, to command, to coordinate and control.

E.Brech (1957)

Management is a social process...the process consists of planning, controlling, coordination and motivation.

Koontz and O'Donnell (1976)

Managing is an operational process initially best dissected by analysing the managerial functions.

The *five* essential functions are:

Planning, organising, staffing, directing and leading, and controlling.

Definitions of organisations

Argyris (1960)

Organisations are intricate human strategies designed to achieve certain objectives.

Simon (1960)

Since organisations are systems of behaviour designed to enable human beings and their machines to accomplish goals, organisations form must be a joint function of human characteristics and the nature of the task environment.

Pugh (1971)

Organisations are systems of interdependent human beings.

Tutorial Questions

1. Differentiate between a manager and an operative.
2. Why is the manager's job more difficult than that of the operative?
3. Briefly describe planning as a management function.
4. Why are planning and control interdependently used in management?
5. Describe briefly the three types of managers in the organization.
6. Why is it that some small organisations may have only one manager?
7. What is a line manager and how is he related to the employees?
8. Define a few goals for a middle sized organisation.
9. Outline a strategy for a textile-based organisation.
10. A good manager should be an effective organiser. Discuss.
11. Leading is linked with motivation and conflict resolution. Discuss
12. How does a manager's job change with his or her level in the organisation?
13. How would a large corporation justify paying its executives large salaries and bonuses?
14. How might the study of management benefit:
 - (a) An accountant working in a small business?
 - (b) A marketer who works in a large marketing company?
15. Why do Koontz and O'Donnell emphasise staffing? Where can such a term be related?
16. Why does Brech describe management as a social process?

17. Why should managers use both practice and theory at work?