

Management

BY LAIQ KHAN

Definition of management

---**Management** is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims....

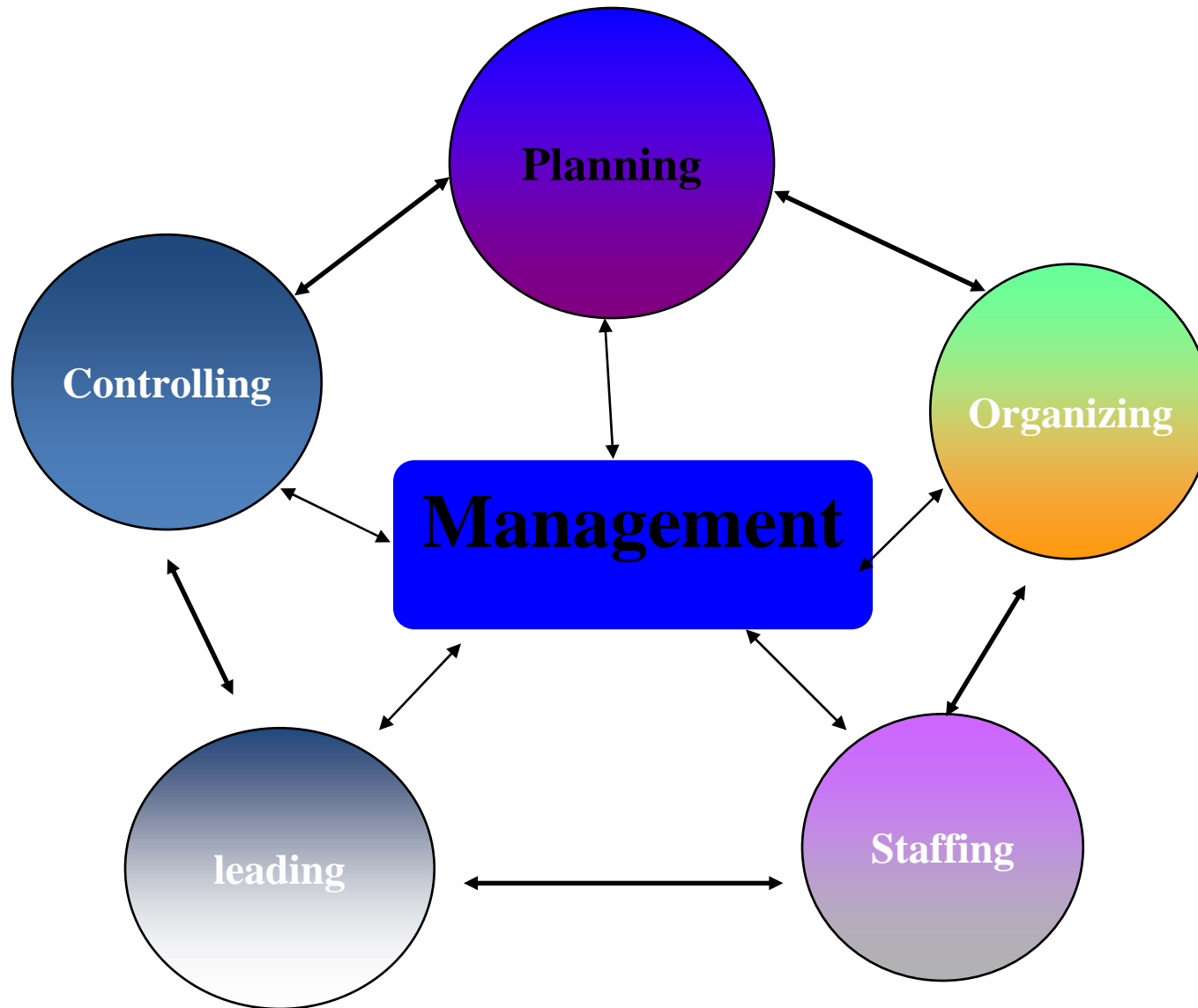
“Management is the process of achieving organizational goals and objectives effectively and efficiently.”Or

Efficient utilization of resources to achieve organizational goals and objectives.

By expanding this definition....

- **As** managers, people carry out the managerial functions of planning, organizing, staffing, leading and controlling.
- **Management** applies to any kind of organization.
- **It** applies to all managers at all levels.
- **The aim** of all managers is the same to create a surplus(profit).

Pillars of Management



PILLARS OF MANAGEMENT

- ***Planning***: It bridges the gap between where you are and where you want to be.
- It can be defined as deciding in advance what to do , how to do ,when to do and who is to do it.
- ***Organizing*** : The process of arranging people and other resources to work together for the accomplishment of a goal.

CONTINUED

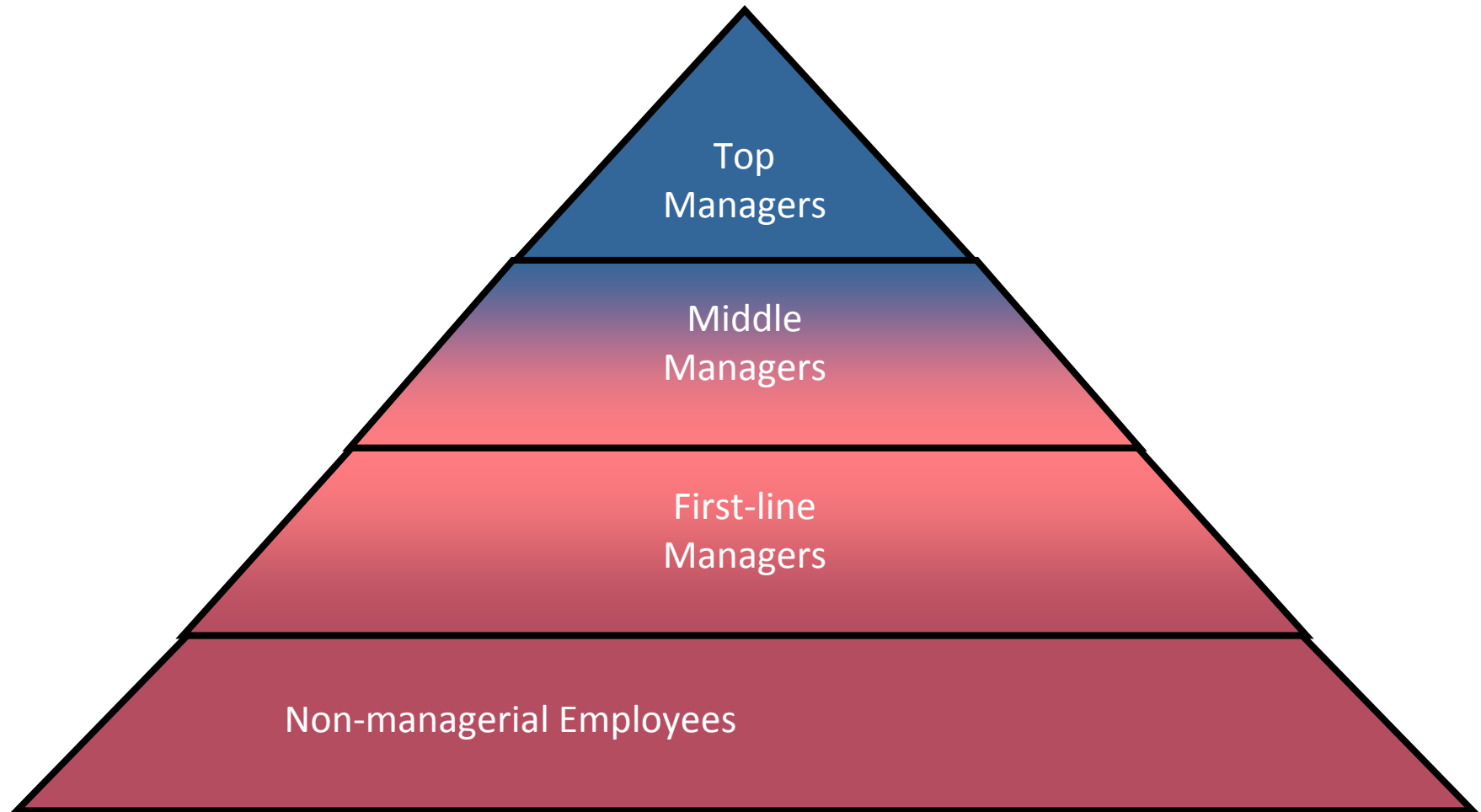
Staffing :it is the process through which an organization ensures that it has the right number and kind of the people , at the right time, and at the right place ,capable of completing the tasks efficiently and effectively.

Leading: it is the process of influencing the people , so that they strive willingly for the achievement of the organizational goals.

CONTINUED

Controlling :it is a process of monitoring performance and taking actions to ensure the desired results.

Organization levels



LEVELS OF MANAGERS

- **TOP LEVEL MANAGERS:**

They are responsible for making organization-wide decisions and establishing the goals that effect the entire organization.

- **MIDDLE LEVEL MANAGERS:**

They manage the work of first line managers / supervisors.

- **FIRST LINE MANAGER:**

They manage the work of non-managerial employees.

Managerial skills and the organizational hierarchy

---**Managerial skills** differs at various levels in the organization. These skills can be categorize **into....**

- **Technical skills:** Skills that include knowledge of and proficiency in a certain specialized field . Are of greatest importance at supervisory level
- **Human skills:** Are helpful in frequent interactions with others.
- **Conceptual skills:** the ability to think and create new things new ideas etc.

Managerial skills and the organizational hierarchy

Technical Skills:

---Expertise in or understanding of specialized field.

Example...

A manager may have technical skills in accounting , finance ,engineering or manufacturing

Managerial skills and the organizational hierarchy

Human skills:

The ability of a manager to work well with others, both as a group member and a leader who gets things done through others.

Conceptual Skills:

These skills are mainly concerned with bringing about innovation in organization parts .

Diagrams

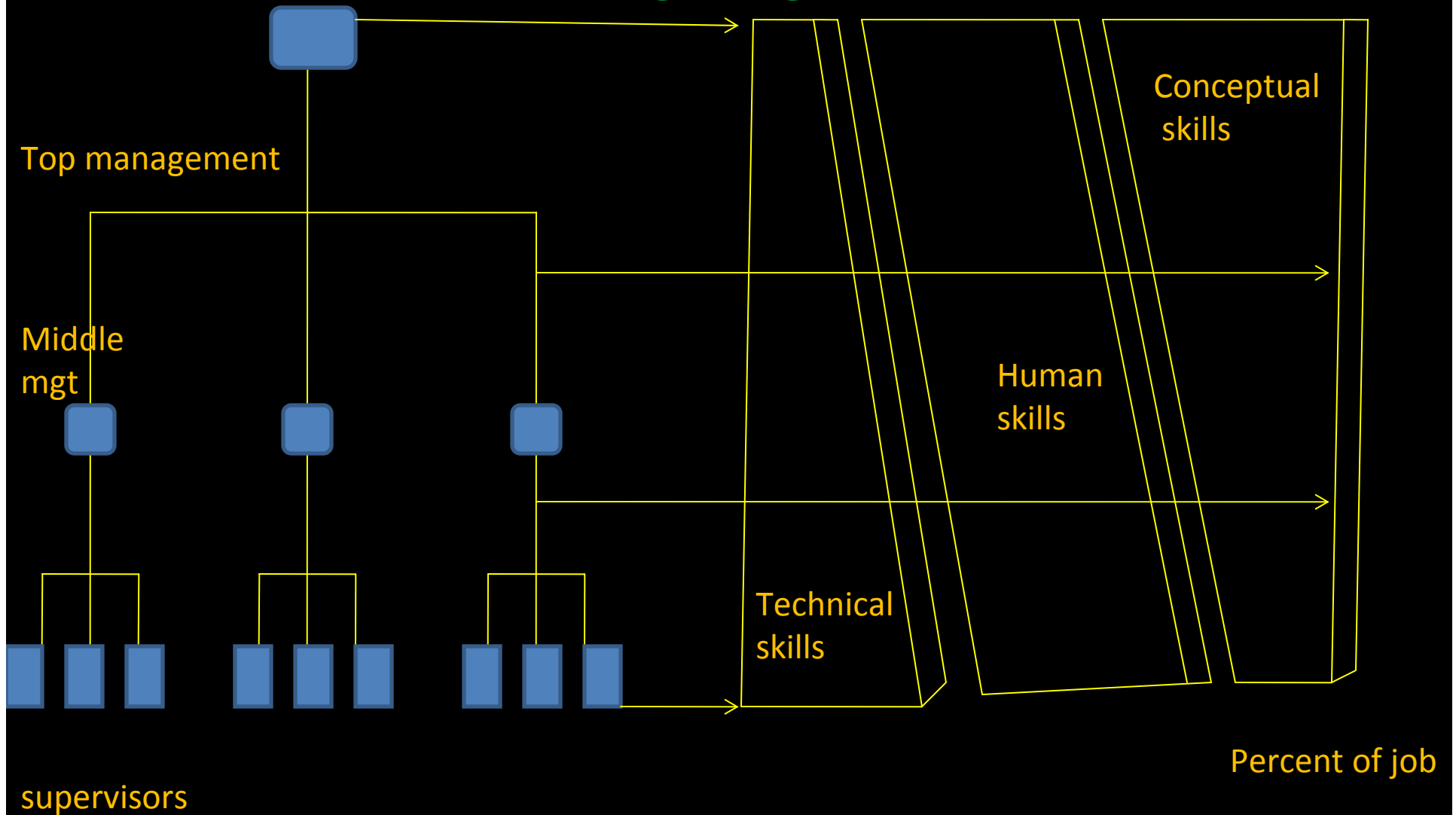
➤ Managerial skills

and the

organizational

hierarchy can be easily understood with the help of diagrams.

Time spent in carrying out managerial skills

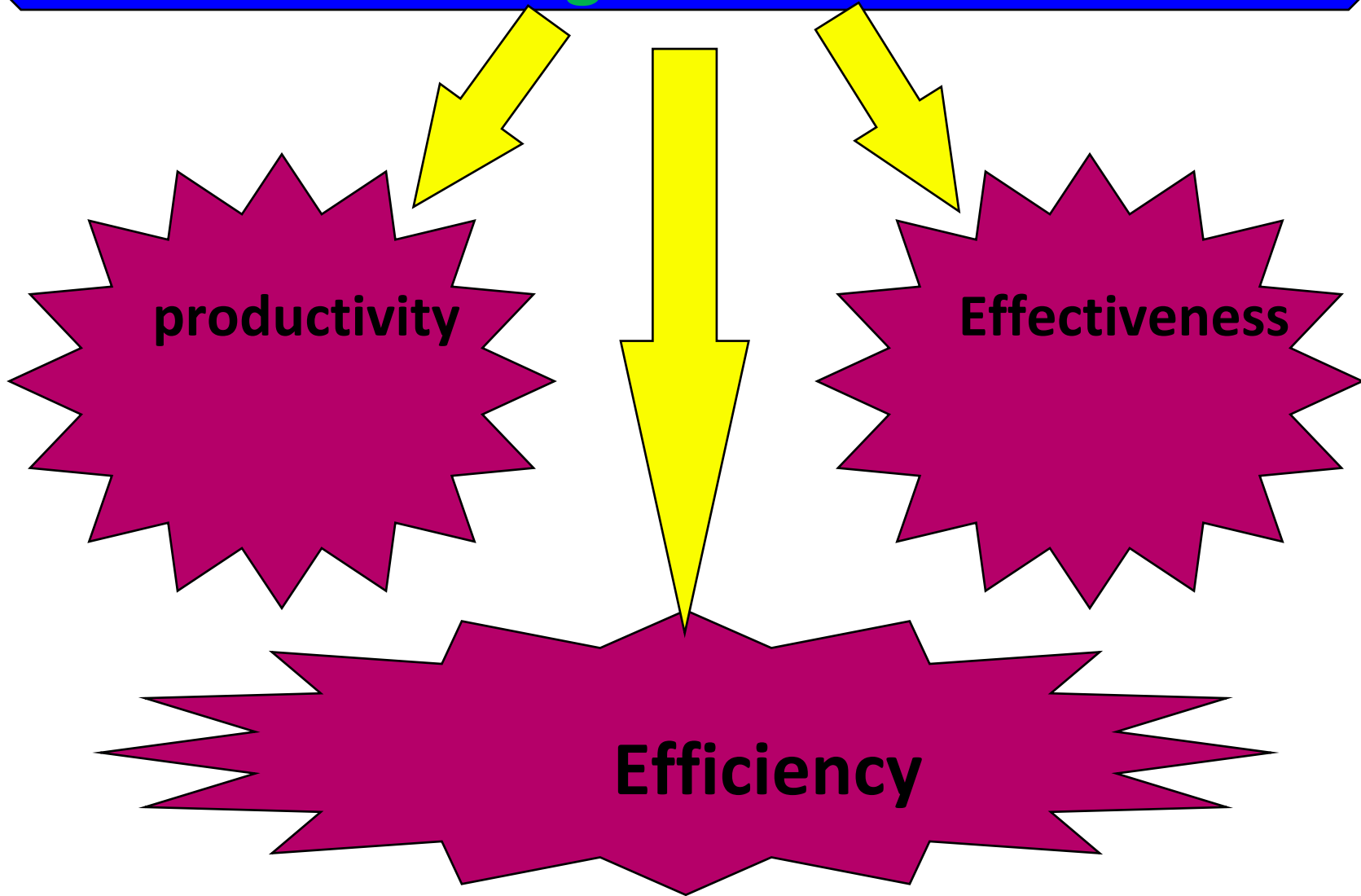


The goals of all managers and organization

The aim of all managers is to create a surplus, by establishing an environment in which people can accomplish group goals with the least amount of time, material, and personal dissatisfaction



The goals of all managers and organization



The goals of all managers and organization

➤ Productivity:

Productivity is the output – input ratio within the time period with due consideration for quality. It can be expressed as follows.....

$$\text{Productivity} = \text{output}/\text{input}$$

(within a time period, quality considered)

The goals of all managers and organization

➤ Efficiency:

Is the achievement of the ends with the least amount of resources.

(using minimum resources, getting max.. Output)

➤ Effectiveness:

Is the achievement of objectives within a specified time period.

Managing : Science OR Art?

Management as a Art:

Like practices- whether music composition, even baseball or engineering, is an art. It is know how.

Management as a science:

Managers can work better by using the organized knowledge about management. This organized knowledge is science.

So management as practice is an art and the knowledge underlying the practice may be referred to as a science.

Evolution of mgt thought

Names

Major contributions to mgt

Scientific mgt

Fredrick A Taylor

He focused on harmony in the working group and development

Modern operational mgt theory

Henry Fayol

Defined responsibility and focused on unity of command and team work

Behavioral Science

Elton Mayo

Focused on application of psychology to management.

Managerial Roles Approach

Category	Role	Nature of Role
Interpersonal roles	1. Figurehead	As a symbol of legal authority, performing certain ceremonial duties (<i>e.g., signing documents and receiving visitors</i>)
	2. Leader	Motivating subordinates to get the job done properly
	3. Liaison	Serving as a link in a horizontal (<i>as well as vertical</i>) chain of communication

Managerial Roles Approach

Category	Role	Nature of Role
----------	------	----------------

Informational
roles

4. Nerve center

Serving as a focal point for nonroutine information; receiving all types of information

5. Disseminator

Transmitting selected information to subordinates

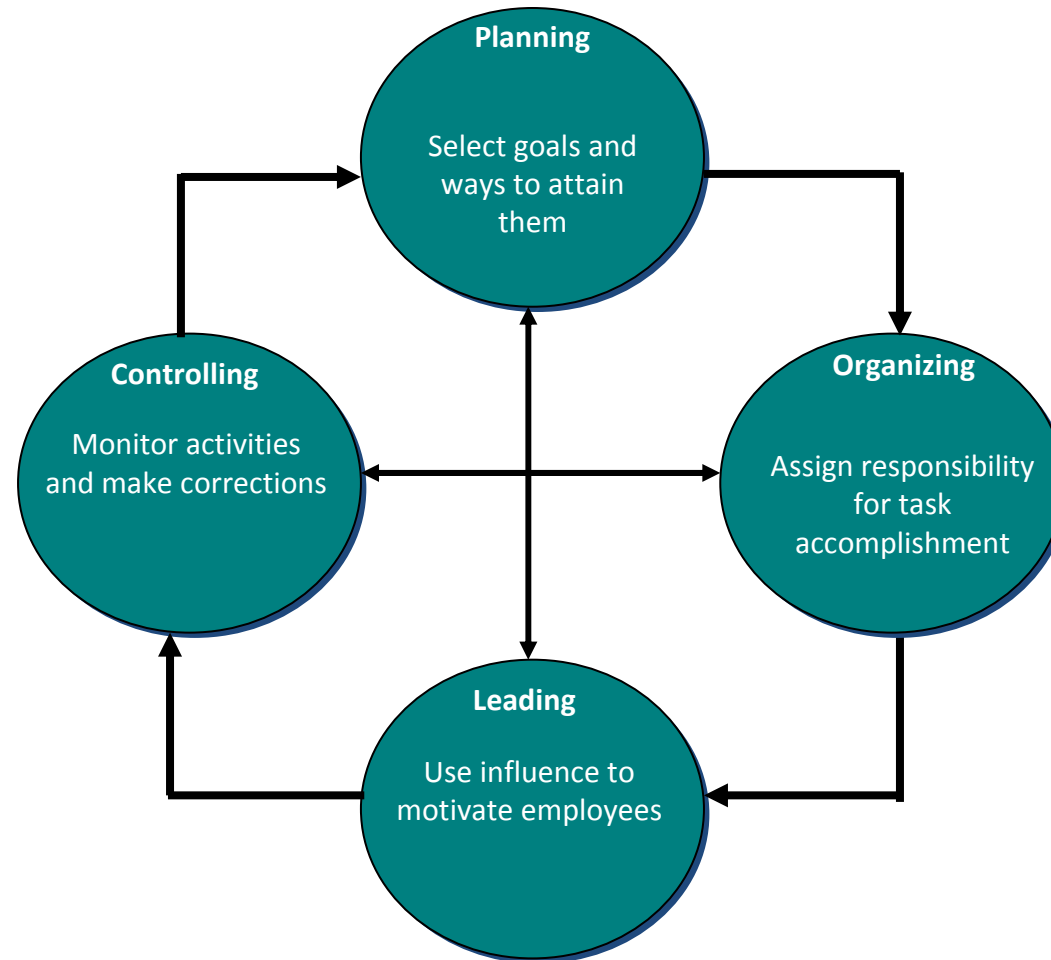
6. Spokesperson

Transmitting selected information to outsiders

Managerial Roles Approach

Category	Role	Nature of Role
Decisional roles	7. Entrepreneur	Designing and initiating changes within the organization
	8. Disturbance handler	Taking corrective action in nonroutine situations
	9. Resource allocator	Deciding exactly who should get what resources
	10. Negotiator	Participating in negotiating sessions with other parties (<i>e.g., vendors and unions</i>) to make sure the organization's interests are adequately represented

Functions of Management



A:Planning

A management function made of goal setting as well as actions to achieve them. It requires decision making, that is, choosing future course of action.

In planning process targets are usually set which needs to be accomplished in efficient and effective manner

B:Organizing

Organizing means arranging and allocating human and non human resources so plans can be successfully carried out.

In organizing function the manager assign different tasks to employees.

C:Staffing

Filling and keeping filled, the positions in the organization.

Staffing is made of

- Recruitment
- Selection
- Placing
- Promotion
- Appraising
- Compensating etc.

D:leading

A management function that involves influencing others to work up to maximum extent in order to achieve the organizational goals.

Leading includes communication with others , providing direction and motivating organizational members to achieve the organizational goals in a best possible manner.

E:Controlling

It is measuring and correcting individual and organizational performance to ensure that events conforms to plan.

It involves measuring performance against goals, showing where deviations from standards exist and helping to correct deviation from standards.

Managerial Functions and the organizational hierarchy

