

Management Theory, Science and Practice

management refers to a combination of functions and processes that are decided to conceive, create and co-ordinate generally in an organised manner and promoting interests, preserving certain values and ~~for~~ pursuing certain goals. It involves mobilisation, ~~and~~ allocation and utilisation of physical, monetary and other resources in a most judicious manner through certain skills, knowledge and activities.

Management is an influence process backed up by power, competence, knowledge and resources to induce and direct events and people in a particular manner. It is a continuous lively and fast developing science. It has been defined by different authors in different ways. Some call it as a process of ^{mobilisation} ~~of~~ resources. Some call it as a co-ordination of resources. Some call it as an organised distinct discipline.

It is the art of getting the work done through and with the people. Management is the management of people and not the direction of things.

Definitions:-

According to Koontz - "management may be the art of getting things done through and with people in organized groups".

According to Theo Haimann - "management is the art of getting things done through people and directing the efforts of individuals towards a common objective".

According to S. Vance - "management is simply the process of decision-making and control over the actions of human beings for the express purpose of attaining predetermined goals".

Like this the term "management" is defined by different authors. But the main idea of these authors is that, the management is the art of getting things done through and with people and directing them towards a common objective. Let us discuss the characteristics of management. It will help us in understanding the real sense of this word.

Characteristics of management:-

- 1) Management is an activity:- It is an activity which concerns with the efficient use of human and non-human resources of production. It is the driving force which creates conditions and which bring about a full use of

its power and resources.

② It is a purposeful activity:- Management deals with the achievement of some clearly defined objectives. The purpose of manufacturing enterprise is, to profitably manufacture appealing products to customers. For this purpose management organises, plans, directs and controls an enterprise. There may be certain other goals also. Managerial success is commonly considered to the extent to which these objectives are achieved.

③ Management is a social process:- All business organisations are social organisations as they are constituted of men. It can improve their lives and create a favourable climate for their development.

④ Management is associated with efforts of a group.
Management is the management of people not the direction of things. It is an activity aiming at the effectiveness of collective human effort. A good management inspires them and increases their willingness to work.

⑤ Management is getting the things done:- A manager does not do any operating work himself. He gets the work done by, with and through the people. He has to direct them and develop their talent by adopting technical, human and psychological skills.

⑥. Management is a Social Science: - Now-a-days the Science of management is universally accepted as a wide and distinct discipline. It has assumed professional character. That's a way, managerial effectiveness requires the use of certain knowledge, skill and practice.

⑦. Management is an Intangible Force: - mgt. is not an abstract thing. It is a social skill which cannot be seen ~~with~~ ^{with} the eyes but it is evidenced by the quality and level of the org.

⑧. Management is an Integrating process: - mgt. integrates the men, machine and material to carry out the operations of the enterprise. This process is result-oriented.

⑨. Management is separate from ownership: - In modern times there is a divorce of mgt. from ownership. Today big corporations are owned by a vast number of shareholders, while their management is in the hands of qualified and competent managers who do not possess ownership interest in the business.

⑩. It is an universal activity: - mgt. involves getting things done through and with the people. Managers perform the same functions regardless of their place in the org. structure or the types of enterprise in which they are engaged. The techniques of mgt. are universally applicable.

Whether management is a Science or an Art:-

The Concept of management is a very old concept. That is why different views have been expressed about its nature by different authorities.

We have started above that management is the art of getting things done through people. Viewing as an art it has several implications. It implies that management is a simple skill which can be learned with a little experience and can be pursued with a little commonsense.

prior to 1880 there has been a leading concept that management is an inborn quality. ~~They~~ people believed that managers are born but not made. They argued that it is not necessary to study any organised body of mgt. Concept as managers are born but not made they thought that, only persons with the slight amount of taste and aptitude can become managers. But as we see today, this concept has been deleted by the new developments.

Management as a Science:- Science is an organised body of knowledge based on proper findings and exact principles. There are various branches of science - physical science, Biology, Chemistry and social sciences like Sociology, politics etc. management is a social science.

But the concepts, principles and propositions developed by classical writers are still in the process of testing and validation. Being an exact Social Science the theory of management and its underlying concepts, observations, principles are not evolved and established on scientific basis.

The process of management is very much related with the behaviour of people at work and their behavior can not be predicted in exact manner. So the limitations of Social Sciences are there with Science of management.

But with the introduction of quantitative tools in the field of decision-making, mgt: is growing as science. It has an organized body of knowledge having its own nature. It can be communicated to newcomers also through formal training. So ~~finally~~ finally we can say that mgt: is a social science having its own approach and dynamics in different work situations.

Management is an Art:- Art is the best way of doing things. Management is also the art of getting the work done through and with people. It is concerned with the exercise of the know-how for the effective accomplishment of desired results. As a matter of fact, management is a fine art.

as it is concerned with the application of the principles keeping in view the real life situations. The design and redesign of systems continue until the managers find a proper solution and desired results. So the art of management is directed toward the accomplishment of concrete results. Like an art management is also creative in its nature. It develops new situations, new design and new system needed for further improvement. But there is no one best way to be followed by all the managers.

Every manager has his individual approach and technique in solving problems. It can not be learned or taught in a systematic manner. It emerged as a distinct discipline as a field of study and as a social science with its own organised body of knowledge and theory, only during the 20th century.

Finally we can say that management is the oldest art and the youngest science.

Different Approaches to management: - The growth of modern management techniques, began with the industrial revolution in England during the 18th and 19th centuries. The development and inventions during industrial revolution led to the emergence of different schools of thought of mgmt

starting with the oldest school of management theory the different approaches were summarised in a famous book "management theory jungle" written by Harold Koontz. Different approaches are as follows.

① Scientific Management School :- The First Industrial Revolution ~~accelerated~~ gave an immense impetus for the scientific management approach because an extra-ordinary mechanisation of industry necessitated the development of new mgt: principles and practices. Bringing ^{distinct} groups of people together for the purpose of working for some one else posed problems for the factory owner. The establishment of formal organisation structure formal lines of authority, factory systems and procedures had to be undertaken for co-ordinated effort. In order to deal with the problems brought on by the First Industrial Revolution a mgt: movement known as "Scientific Management" was born. The main contributors to 'Scientific Management' were F.W. Taylor, Harrington Emerson and Fayol etc.

The introduction of the concept of standard time, standard cost, standardisation of production process, change in the attitude of management and workers to bring about the mutuality of interests are the important landmarks of this school.

The Human Relations Approach:- This approach is concerned with the recognition of the importance of human element in business organisations. How do employees and workers behave at work places? What are the factors which influence their attitudes, performance? What are their needs, interests and motivations? What is the function of management? These are all considered by engineers, scientists and managers. They were overly concerned with scientific, technical, economic, rational and logical aspects.

Several ^{famous Hawthorne} experiments were conducted by Prof. Mayo and his associates. They investigated the ~~importance of~~ importance of informal groups, informal relationships, social patterns of communication and informal leadership.

As a result of these experiments, a trend began which can be phrased as 'being nice to people'. This trend was eventually termed as "The human relations movement". The theory emphasise that the human side of org. and mgt. is as important or even more important than the technical dimension. Their main hypothesis is that industrial relations between employers and employees should be humanistic.

and not mechanistic. They should be treated as individuals with dignity and self-respect rather than as factors of production.

However, the approach betrayed several weaknesses. Concern for human relations became a fad. It was regarded as an end in itself. It generated weak and meek approach to the tough problem of getting higher productivity from workers. It ignored the multi-dimensional nature of organisations, the heterogeneity of humanity and the dynamic nature of entire environment. This approach was too humanistic. Also the human implicit is often superficial. Basing on these limitations we can say that (Hawthorne studies) Human Relations approach has failed to explain the importance of human relations in an organisation.

② Behavioural Science School: - The 'behavioural Science' approach, bears to bring existing and newly developed theories, methods and techniques of the relevant social sciences such as psychology, sociology, anthropology upon the study of human behaviour. The pioneer of this school such as Gantt and Munsterberg reasoned that in as much as management involves getting things done with and through the people, the study

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of management must centered around the people and their interpersonal relations. It advocates of this school concentrated on motiv individual drives, group relations, leaders group dynamics and so forth. The noted contributors to this school include the name Abraham Maslow, Frederick Herzberg, V. K. Mc Gregor, etc ;

They concluded that org behaviour is concerned with an examination of how a why people behave the way they do in org. It helps us to know the changes that take place in the goals, roles values and also how the people inside the org influence the structures and values. This approach concludes that, an understanding of organisational behaviour is a valuable input for design ways and means to influence human behavior in positive directions on the one hand and total org: Climate including its structure processes and values, on the other.

④ Quantitative School: - This school stands for using all pertinent scientific tools providing a quantitative basis of managerial decisions. The abiding belief of the advoc

of this approach is that, if management is a logical process, it can be expressed in terms of mathematical symbols and relationships.

Linear programming, Critical path method, Programme Evaluation and Review Technique, Break even analysis, Games etc have gained popularity for the purpose of solving managerial problems. These techniques help the managers to take balanced decisions by analysing the various alternatives in a scientific manner.

However, it is important to note that application of mathematical techniques is particularly useful in solving the practical problems of management such as inventory and production control etc. They can never be substitute for knowledge, experience and training necessary for understanding the human behaviour.

(5) Systems approach:- One of the meaningful ways of analysing and understanding an organisation is to view it as a system. The concept 'system' may be defined as an organised, goal-oriented orderly activity structure. It consists of two or more functionally related, mutually dependent and interacting elements or parts which are tied together into and integrated whole through

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a network of resources flows, information flow and activity flows. (This approach is based on the generalisation that an organisation is a system and its components are inter-related and inter-dependent).

This approach lays emphasis on the structural parts of the system, the nature of their inter-dependence, goals set by the system and communication network in the system. The basic feature of the systems approach is that attention is given towards the overall effectiveness. In applying systems approach to an organisation are taken into account and not only the objectives and performance of its different departments and sub-systems.

The father of this school of management may be called Chester I Barnard. In its present stage, systems theory provides management with concepts from every moment including operations research, organisational behaviour, management information systems, industrial dynamics and socio-technical systems.

(6) Contingency approach: - The latest approach to management is known as 'contingency' or 'situational approach'. Underlying idea of

This approach is the idea that the internal structure of organisations must be consistent with the demand of organisation task, technology or external environment and the needs of its members if the organisation is to be effective. This approach is based upon the major premise that there is no one best way to handle any of the management problems. The management principles and practices should be contingent upon the existing circumstances. Functional, behavioural, Quantitative and systems tools of management should be applied situationally.

Thus there are three major parts of the overall conceptual framework for contingency approach. (1) environment (2) management concepts (3) principles or techniques and contingent relationship between the two.

The environment variables are independent and management variables (process, quantitative behavioural and systems tools) are dependent. Every manager has to apply the various approaches to management according to the prevailing situations.

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Skills needed for a good manager:

Management is a critical variable and a vital sub-system in organisations. It is a prime-mover of organisational functioning, performance and effectiveness. The survival, stability, success and viability of organisations depend to a large extent on the content, quality, competence and character of management. It is a challenging and satisfying job, calling upon the managers to remain alert and adaptive to maintain their balance and their emotions and egos in an ever-changing, complex, hostile environment.

Managers need a variety of skills - intellectual, conceptual, analytical, interpersonal, innovative, adaptive and integrative. These skills can be acquired and sharpened. The range and depth of skills possessed by managers differ. Each manager will have certain distinctive skills. But managers who combine their theoretical knowledge of management with the skills and abilities tend to be more successful and effective than otherwise.

Acquiring knowledge and skills of mgt is not an end in itself; it is to be a means to the end of achieving effective results with the co-operative efforts of the people.

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The following are the Capabilities and qualities (10) they
of a manager to become successful and effective.

(1) They should be capable of visualizing events in
advance and of evaluating them properly.

(2) They should have a clear sense of mission, bold
to face risks, a zeal for achievement and
a taste for excellence in performance.

(3) They should have an unflinching eye for integrity
purity of means and legitimacy of goals.

(4) They should be decisive in their approach to
initiate and innovate moves and measures to
achieve goals.

(5) They should be imaginative enough to combine
integrate and balance the conflicting interests of
people working in the organisation.

(6) They should have a strong drive to get
things expeditiously.

(7) They should be able to inspire confidence,
arouse enthusiasm and favourable attitudes
among their subordinates.

(8) They should understand the needs, values
feelings and must relate them to the goals
of the organisation.

(9) They should be socially sensitive - to the
goals and values of the groups which interact
with the org.

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- (10) they should be able to handle complexity, uncertainty and rapid change of their environment with confidence.
- (11) they should be able to assert their authority in times of crises to ensure that normal conditions are restored as quickly as possible.
- (12) they should be purposeful, positive and progressive in their outlook.

The above mentioned are some of the qualities ~~and characteristics~~ of a manager. These are applicable to every manager whether he is managing formal organisations or informal organisation, irrespective of their mgt. levels.

Functions of a manager :-

The study of the functions of mgt is an important concept in the theory of mgt. Mgt is the art of getting things done through and with the people. So the overall job of a manager to create within the organisation an atmosphere which will facilitate the accomplishment of its objectives. For this purpose he has to perform so many functions.

It is a strange thing that every author will have his own list of functions and he tries to define his classification. (2) orga
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For example R.C. Davis enumerates only four functions - planning, organising, executing & Controlling. and
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According to Koontz and O'Donnell - "the most useful method of classifying managerial functions is to group them around the activities of planning, organising, staffing, directing and controlling". (3) c
This classification of managerial functions is a helpful and realistic tool for analysis & understanding. The following are the important managerial functions. f

(1) Planning :- Generally speaking, planning is deciding in advance what is to be done. It is the first and foremost duty of management. Almost all managers should plan irrespective of their levels of management. Planning involves the selection of objectives, policies, ~~and~~ procedures for the attainment of goals. Usually planning is done with the aim of chalking future course of action. Without planning an org is a confused mass & it can not proceed further. (4)

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(2) organising:- The second function of mgmt. is organising. It involves the establishment of an org. structure through delimitation and grouping the activities, the assignment of activities to the specific departments and individual, establishing relationships etc. The success of a business enterprise depends on effective organisers.

(3) Staffing:- Staffing is an executive function which involves the recruitment, selection, training, placement, giving promotions and finally the retirement of an employee. The sole aim of staffing is to take right man for the right job. It helps to reach the business goals in a systematic manner.

(4) Directing:- It is also an important function of management. People require continuous encouragement to work effectively. It involves giving instructions, communicating orders, rules & decisions. It requires foresight & experience.

(5) Controlling:- It is a measuring and control device. It measures performance against goals and plans. It involves three steps:
① setting standards of desired performance.
② Comparing actual performance as against standards.
③ Taking corrective actions.

(6) Innovation: - Peter Drucker says that mgt. is a creative rather than an adaptive task. The mgt. should try to create new products, new practices, new ideas etc. It helps the managers to carry out the business on new lines.

(7) Representation: - It means representing the business concern outside the business world. Managers have to represent the org. before the interest groups - Shareholders, Trade Unions, Govt., Creditors etc.

(8) Co-ordination: - It is an essence of management & involves the connecting individual actions with the goals of an enterprise. Today it is a very important task of management because the org. are very large in size & character. Without co-ordination goal attainment becomes very difficult.

Conclusion: - The above mentioned functions of management are inter-related. They are not dependent and do not attach any more or less importance. No one function can be involved without involving the others.

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Different levels of management

In every organisation, there are generally three levels of management in the org: hierarchy. (i) Top management (ii) middle management (iii) Third level or Supervisory management. The number of levels of management increases when the size of the business increases. According to Dale "As a company becomes larger and more complex there is a natural tendency for the chain of command to lengthen." Actually there is a limit to the number of subordinates a person can supervise. Therefore in order to make supervision effective, levels of management are increased.

The intensity of various management functions at various levels of management is quite different. Before reviewing the functions of management at various levels we should know about the various levels of management.

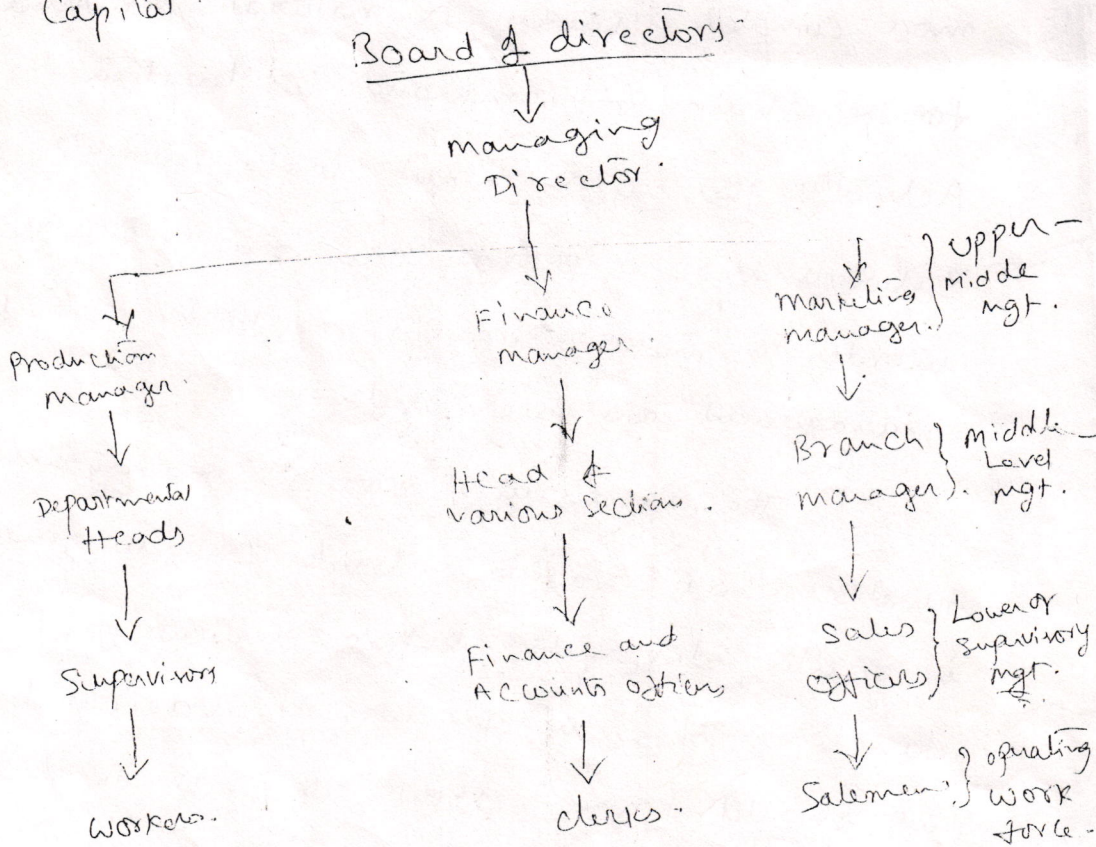
① Top Management - Top management in a company consists of the Board of

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Directors and the Chief Executives or mgt. Dir. they are the ultimate source of authority in the company. They set the goals, and establish the policies to carry them out. TOP mgt. perform all the ^{important} functions like, planning, organising, directing and controlling. It is responsible to ~~the~~ all the interest groups of the company.

The Board reserves authority and responsibility for deciding long term objectives, policies, programmes etc that apply to the company as a whole. The Board also has a right to raise and borrow Capital.



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The chief Executive is the managing director or president of the Company. He is a connecting link bet Board & other managerial personnel. He has to interpret the org: policies and communicating the goals of the org. He maintains effective Co-ordination in the org.

From the above discussion it is clear that mgt: should possess and use more Conceptual Skill than human & technical skills.

Middle level management - Next to the top mgt: middle mgt: accomplishes the objectives of the org.

Mary C. Miles in her book 'middle management', has laid down the seven functions of middle mgt: which are as follows.

Upper -
middle
mgt.

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performing
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force.

- ① TO run the org: leaving the top ^{officers} as free as possible from their responsibilities.
- ② TO co-operate in ~~securing~~ smooth functioning of an org.
- ③ TO understand the interlocking of departments in major policies.
- ④ TO achieve the Co-ordination bet the different parts of the org.
- ⑤ TO build up an efficient staff where reward is given according to Capacity & merit

reward
(P-70)

(6) To develop leaders for the future by broad training and experience.

(7) To build a company spirit - where all are working to provide a product or service wanted by others.

The main function of middle mgt. is implementing the policies of the top managers. They too need high Conceptual Skill. Every middle level manager is concerned with the overall mgt. of a unit created in any functional area.

III Supervisory or low level management:-

At this level the managers are in direct contact with the operative employees. They are more concerned with direction and planning control functions of mgt. They implement the policies of the top management which are communicated to them by the middle level managers.

At this level managers are also called as first line supervisors. They are the connecting link ~~bet~~ ^{between} mgt. & workers. They assign tasks & direct the employees. So they need high technical skill. They also should possess human skill because they have to deal with no. of employees.

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Social Responsibilities of Management :-

On the past many people felt that, the main responsibility of every manager making more profits. But this is partially true. Though the main purpose of the business is to make profit, it has to serve a social purpose. But the study of Social Responsibility is completely recent origin.

The management in each and every org has responsibility towards all the interest groups which affect the ^{effective} functioning of an org. The interest groups can be identified as Society in general and as groups of shareholders, workers, customers, creditors, suppliers, Govt: etc. The management has to safeguard the interests of these groups.

There are several views about the responsibility of management which may be classified into four parts.

- ① Legal theory of responsibility
- ② Economic Theory of
- ③ Labouristic theory of resp.
- ④ Social Responsibility.

Social Responsibility - The first three approach considered the interests of particular groups. But

The Social Resp: theory states that, the mgt: is responsible to the organisation itself, and to all of the interest groups of which it is composed. Other groups like, workers, customers, creditors etc are placed in an equal position.

with shareholders. The important interest groups are as follows.

Interest groups:-

(1) Shareholders: - The management is responsible to protect the interests of the shareholders. The interests of majority and minority share holders are protected through either by direct participation in the mgt. or in the real power to intervene if necessary they should be informed about the functioning of the organisation. In India it is obligatory on the part of its mgt. to publish the reports of financial highlights and to send them to each shareholder of the company.

(2) Workers: - Workers have a genuine interest in the org. because by working here they satisfy their needs. Thus it is mgt's resp. to satisfy their minimum needs. It can be done in the following way.

(1) Co-operative endeavour should be developed between employers and employees.

(2) mgt. should adopt a progressive labour policy based on recognition of trade unions rights, participation of workers in mgt. creating a sense of belongingness improving their working and living standards.

(3) There should be a sense of participation bet. employers & employees.

(4) Fair wages should be provided.

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3) Customers - The person who has a favourable impression of a company & its products & services will be treated as customers. A variety of techniques ~~are~~ used to induce people to become company's customers. This can be done in the following way.

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- ① Customers should be charged with fair and reasonable price should be in their easy reach.
- ② The supply of goods should be uniform standard of reasonable quality.
- ③ The distribution of goods and services should be widespread, so as not to present any difficulty to customers.
- ④ Mgt. should not mislead the customers by false advertisements.
- ⑤ The advertisements should be in accordance with the tastes and culture of the people.

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4) Creditors & Suppliers - These groups also have considerable interest in the functioning of an org. Their interests can be protected in the following way.

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- ① Mgt. should create healthy co-operative inter-business relationships bet. different business units.
- ② Mgt. should provide accurate and relevant information to CRs & Suppliers.
- ③ The payments in respect of price of the material interests on borrowings should be paid promptly.

(5) Government :- Govt: has a close relation with the org: The govt: provides certain facilities in the form of infrastructure and environment in which the org: works. The mgt: can discharge its resp: towards govt: in the following way.

- ① The mgt: should be law-abiding citizens.
- ② It should pay its dues of taxes to the govt: honestly.
- ③ It should not corrupt public servants & democratic processes.
- ④ It should not buy political favours by any means.
- ⑤ It should maintain fair trade policies & practices.

(6) Society in general :- Org: exists in the society. So the mgt: should protect the interest of the society because mgt: process goes a long way to determine the life style in the society. So the mgt: should function in the following way.

- ① mgt: should set up socially desirable standards of living and avoid wasteful expenditure.
- ② It should play its role in civic affairs.
- ③ It should help in creating better living conditions in general.

Conclusion :- From the above discussion it is clear that mgt: responsibilities are multi dimensional. mgt: should not confine its resp: to one or two sections of society only. It should serve all. It must act as a trustee to fulfil social obligations.

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"Management is the art of getting the work done through and with the people" Comment?

Management has been defined by authorities in a number of ways because it is a continuous and fast developing discipline.

Management is concerned mainly with three things - ideas, things and the people. But people are the most important aspect of this process.

During the past two centuries, due to rapid industrial development, a new civilization has come into existence which we may call an industrial civilization. In this developed physical resources have been given undue importance and human factor of production has been overlooked. But it is the only the human factor which translates an idea into a reality or who performs all the managerial tasks. The importance of people no doubt, recognised but not much attention was paid to them they were treated as part of things.

After Human Relation movement in early 1830's, the mgmt. has started to pay adequate attention to the human side of the enterprise.

The main task of the management is to get the work done through and with the people. Despite tremendous technical development the 'man' is still the most important factor.

remains the main factor of production. man
man times, man produces and sells and so on. the
production, marketing, finance, accounting, research
etc - all activities are performed by people.

Peter Drucker says that proper utilisation
of natural resources depends on the ability of the
human resources. Hence besides other resources
human resources need more development. If
the people are motivated, they will contribute
their best to the attainment of org: goals.
The main problem of management is to manage
people - their time, their efforts, their efficiency
and their morale etc.

The above mentioned quotation also
denotes that management can not do any
work by its own. management plans, organises,
directs and controls, but actual work is performed
by the subordinates. Hence their co-operation is
very important. It is also to be noted that
in modern times, the management will have
to seek to their co-operation through democratic
principles. It can not dictate them. The policies
of management should be people oriented
and not work-oriented.

The scope of the functions and liabilities
of the management is very wide. Or one

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hand, it is concerned with the effective utilisation
 of physical resources of the firm - material, machine
 and money; on the other hand it is concerned
 with the effective utilisation of physical resources
 of the firm maintenance of morale, motivation
 and efficiency of the employees.

Finally we can say that management
 is certainly more than just getting things done
 through and with the people. As such, this
 statement smacks of a manipulative character
 about the practice of management. It is
 more appropriate to quote Harold Koontz
 here again, who defines management as
 "the art of getting things done through and with
 people in formally organised groups."

Evolution of Management Thought

Contribution of Frederick W. Taylor

[Any discussion of the history of modern
 management thought starts with the 'scientific
 management movement'. Frederick Winslow
 Taylor (1850-1915), well-known as the founder
 of this movement & remains the most famous
 exponent of this approach.]

Although the systematic management has a recent origin, the practice of management is as old as a human society. However the study how managers achieve the results is completely a twentieth century phenomenon. In early stages the mgt. study was not developed because of low esteem to business political scientists, treatment of mgt. as an art not a science and the attitude of the people that managers are born but not made etc.

At that time Taylor who is known as the father of scientific management, investigated the effective use of human beings in industrial organisations. Taylor was born in Pennsylvania (U.S.A) in 1856.

After finishing his studies Taylor was employed as a chief engineer at the Midvale Engineering works and later on served in the Bethlehem steel works where he made experiments to know the use of human beings as adjuncts to machines in performance to routine tasks.

When Taylor entered the industry the management was not aware of scientific techniques of work. The workers were very lax

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He concluded that much of the waste is due to the inefficiency of the mgt: and lack of order and system in the methods of mgt: . So he ~~also~~ suggested mgt: to adopt a "scientific methods" for achieving higher efficiency.

Definition :- According to Taylor Scientific management is an art of "knowing exactly what you want men to do and then seeing that how they do it in the best and cheapest way."

From the above definition it is clear that instead of relying upon the workers to do their job by watching others, the mgt: should condense the traditional knowledge by classifying, tabulating and reducing it to rules and formulas. He integrated his ideas in his classic theory "The principles of Scientific management" which was published in 1911.

Analysis of Taylor's Contributions :-

① Scientific Task-Setting :- Under S.M. task of each worker will be determined through careful observation & scientific invest: . The standard task is the quantity of work which an average worker can do under normal conditions. Thus Taylor stressed upon standardization and pre-planning.

② Planning :- planning is a very important task in S.M. .

Before the Taylor's approach a worker used to decide how he has to do the work, and what instruments are necessary to do the work etc. But Taylor has emphasised that planning should be separated from actual performance and should be given up to specialists.

(3) Functional Foremanship: - Taylor has emphasised on functional foremanship to supervise and giving various directions. In this system eight persons like route clerk, instruction card clerk, time & cost clerk, disciplinarian, speed boss, inspector, maintenance boss, gang boss etc. to direct the activities of the workers.

(5) Job analysis: - It may be defined as systematic and critical examination of all the factors governing the operational efficiency, this study consists

(a) Time Study: - It involves the determination of time taken to complete a movement. The movement which takes minimum time is the best.

(b) Motion Study: - It involves the study of movements in doing a job and eliminating wasteful movements. It ^{helps to} reduce the fatigueness of work.

(c) Fatigue Study: - It indicates that the worker feel fatigued after putting in work for a particular period and they can not do further. So appropriate rest and intervals should be provided.

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⑤ Standardisation:- Standardisation is to be maintained in respect of instruments and tools, period and amount of work, cost of production etc. These must be fixed in advance on the basis of various experiments.

⑥ Scientific Selection and Training:- Workers must be selected on scientific basis, and their education, experience, physical strength etc. should be considered. A worker should be given work which is physically and technically suits to him.

⑦ Financial incentives:- Financial incentives must be given to motivate the workers. Ex:- High wages, free medical facilities etc.

⑧ Economy:- While applying scientific mgt. not only scientific and technical aspects should be considered; adequate consideration must be given to profit and economy. For this purpose technique of cost estimation & controls should be adopted.

(a) Bilateral mental revolution:- ~~to implement~~ TO implement S. methods there should be mental revolution both from mgt. side & workers side.

Criticism:- ① It is confined to the technological improvements and not in human areas.

② It is only a device to speed up work without caring health and well being of the workers.

Conclusion
③ It is completely based on psychological aspects of work.

Fayol & Taylor and his followers were primarily concerned with problems at the operating level and did not emphasize managerial org & process. It was Henry Fayol for the first time studied the functions and principles of a mgt: in a systematic manner. He was considered as the real father of modern management.

After graduating himself as a mining engineer in 1860, he joined a coal mining Company as engineer and promoted to the position of its managing director in 1888. As a successful administrator Fayol had the opportunity to search for sound management principles & to analyse them. His philosophy of management has stood the test of time and his principles of management have been accepted as the core of management even to day.

Fayol principles of management:

① Division of work: - specialisation and division of labour whether managerial or otherwise holds the key to the efficient & handling of enormous volumes of work.

② Authority and Responsibility: - Authority and responsibility go together. Fayol stressed upon this that right and power to give orders should be balanced by the responsibility for performing necessary function.

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- ③ Discipline: - ~~Follow~~ the essence of discipline is 'obedience' to superior. According to him penalty for poor performance should be coupled with competent and fair supervision.
- ④ Unity of Command: - A subordinate should take orders from only one boss. If unity of command is violated "authority is undermined, order will be disturbed and stability threatened."
- ⑤ Unity of Direction: - Each group of activities having the same objective must have one head and one plan. It will create dedication to the purpose and loyalty.
- ⑥ Subordination of individual interests to general interest: - The interest of the business enterprise ought to come before the interests of its individual workers.
- ⑦ Remuneration: - Remuneration should be fair and adequate. It should afford the maximum satisfaction to both types of incentives financial as well as non financial.
- ⑧ Centralization: - There should be one central point in the organisation which exercise overall direction control over of all its parts. But the degree of concentration of authority should vary according to the needs of the situation.

- (a) Scalar chain: - The scalar chain is a chain of supervisors from the highest to the lowest rank. It should be short-circuited. An employee should feel free to contact his superior.
- (10) Order: - The principle of order applies to both material as well as men. An organisation ought to be based on an orderly, rationally thought-out plan.
- (11) Equity: - Kindness and justice should be exercised by management in dealing with their subordinates. This will create loyalty and devotion among the employees.
- (12) Stability: - Stability is linked with long tenure of personnel in the org. Efficiency is promoted by a stable work force.
- (13) Initiative: - To ensure success, plans should be well formulated before they are executed.
- (14) Esprit de Corps: - Fayol said that in union there is strength. The whole org. should function as a team and every team member should work to achieve org. goals. He emphasised the importance of good communication in achieving team work.
- Fayol said that even this list of principles of management is not inclusive. They are

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not rigid, they are flexible and absolute, but must be utilised by the management in the light of changing and social conditions. mgmt should develop continuously new ideas and new principles.

Other principles: - (1) Harmony of objectives -

The effective org. performance is achieved, if all the units in an org. work towards the accomplishment of org goals. Harmony of objectives brings unity and uniformity in efforts -

(2) Principle of planning: - planning is the process by which objectives are formulated, concepts are conceived and decisions for achieving the org. goals. It is a pre-requisite to reach the goals in a systematic manner.

(3) Principle of Balance: - Stability of an org. requires that authority, power, responsibility and accountability be balanced. If any of these factors out of balance, the org. will be under pressure to restore the balance.

(4) Principle of Co-ordination: - Org. Purpose is achieved when all persons and resources are co-ordinated in a balanced manner.

(5) Principle of exception: - management must invariably follow the principles of exception in the area of decision-making & control. It should concentrate on important matters only (P.T.O.)

Conclusion! - The above mentioned are the important principles in Fayol's Contribution. They are very useful for the management to take balanced decisions. Proper use of these principles should can improve organisational performance. But these principles are not as exact as the principles of physical sciences.

Differences between Taylor & Fayol's Contribution

Taylor and Fayol both have contributed a lot to the science of management. The work of Taylor and Fayol, was of course, essentially complementary. They both realised the problems of personnel and its management at all levels of an organisation.

The only difference is that, Taylor worked primarily on the operative level and discussed the relationship of first line supervisor with workers.

On the other hand, Fayol concentrated on the problems of a top man in the org:

Whatever may be the similarities and dissimilarities both these contributions are accepted as the core of mgt. Science even today.

Line and Staff Relationships (2)

The concepts of line and staff are very often used in management literature & practice in organisations. (Line officials are in the direct chain of command over workers, who directly contribute to accomplish the objectives of the enterprise. // on the other hand, staff authorities are auxiliary in nature and they help the managers to work effectively. They provide advice and guidance to the line manager in discharging their responsibilities successfully.

Thus staff authority does not have any power to command in the organisation, and it is created for providing specialist and expert advice to the line managers.

According to this concept production, selling and finance are line functions and production control, public relations and repairs & services, research, etc are staff functions.

~~According to~~ According to Koontz and O'Donnell and J.D. Mooney etc, line officials are viewed as those having direct and unlimited authority over their subordinates. It flows from top to bottom.

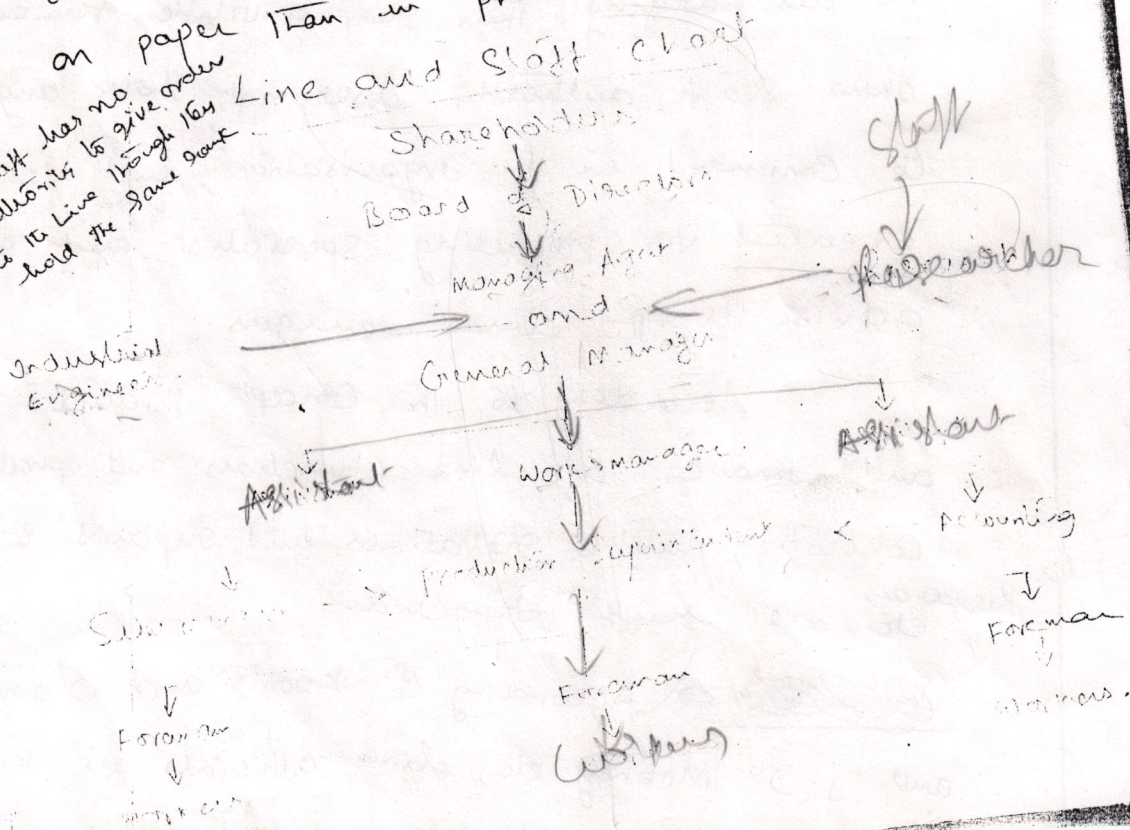
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Staff officials do not have any direct authority over their subordinates. They can contact them through their line officials only. The authority of a staff official is restricted to a specific functional area.

Top management assume that staff people are good in planning and line people are good in doing, and they assume that planning can be separated from doing. Line managers who are not good in planning can not be exactly efficient in doing things; Similarly staff people who ~~are~~ advise and counsel, tend to be too theoretical and impractical. Their suggestions and recommendations look more attractive on paper than in practice.

Staff has no authority to give order to its line though they hold the same post.



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Cause of Conflict bet: Line and Staff :- Line & staff concept is based on the assumption that they should support each other and work unitedly for the achievement of enterprise objectives. But an unfortunate result of the concept is that it appears to set-up status problems in organisation. Line members views themselves as important and first class members of the org: because they have unlimited authority and they directly accomplish the objectives of the enterprise.

On the other hand staff members are often treated as second class members. Some times the line members ignore staff advice and they act according to their ~~own~~ will and wish. Thus the staff may feel that their status is degraded. Thus line and staff arrangement may fail to give necessary support and cooperation to each other. The following are some of the conflicts arise usually bet: Line officials & Staff officials.

I The Line point of view :- the line managers have the following objections against the staff people:

- ① Undermining the Line authority :- Line official feel that the existence of staff authority undermines line authority. Line managers to the extent that their functioning depends upon the specialist services, feel a certain loss in the degree of freedom and control which they command. It is also

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presumed by the top management that line officers lack knowledge, competence and development attitude. It creates frustration in the minds of line officers.

(2) Staff tends to assume line authority :- Line executives feel that the functions of staff departments represent an undue interference with their operations. Some of the legitimate functions are taken away from the jurisdiction of the line department and vested with specialist staff. As a result they develop some preconceived prejudices on the activities of staff and withhold co-operation.

(3) Advice not always sound :- It is also a general complaint from the managers that the advice of staff is only theoretical and unrealistic. It is not balanced and practical, because they do not have direct relationship with workers. They do not have any responsibility to implement the plans and are not held accountable for results. So they do not list their ideas according to the local circumstances.

(4) Credit goes to staff personnel :- It is also a complaint that there is a tendency of staff to assume credit of successful programmes and to lay the blame on the line executive in case the programmes fail. For this reason also the line officials raise objections against staff people.

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⑤ Limited outlook of staff :- Line executive frequently blame that the staff people tend to operate in terms of its limited objective of their own speciality. They do not consider the interests of the business as a whole. That's why, their counsel and advice lack practicality & adaptability.

II The staff point of view :- On the other hand staff authorities have the following complaints against line personnel.

① Advises are ignored :- Pursuing staff advice is only optional on the part of the line officers. Often the staff authorities complain that line managers do not make proper use of their advice. They often ~~do~~ adopt it as a last resort. Line managers feel that asking for the staff advice is admitting defeat. So they do not usually go for staff's advice.

② Resistance for change :- Staff personnel also argue that line managers are more cautious and slow to accept new ideas. They resist changes in org. So the full advantage of their advice cannot be taken.

③ Lack of Authority :- A general complaint from the staff's personnel is the lack of proper authority. Staff has no authority to give orders to the line though they hold ~~the~~ ^{equal} rank with line officers.

Staff specialists feel that if they have arrived at the best solution to a problem, they should be able to put into action. But due to lack of commanding authority, they are unable to do so.

Co-ordination bet: line & staff:- This type of conflicts bet: line & staff officers can be removed in several ways and the relationships bet: the two can be made cordial and fruitful. The following are the few suggestions in this regard.

- ① Qualified, trained and competent persons should be placed in staff positions who may provide useful and practical guidance and advice.
- ② The staff authority must be restricted to a purely advisory role.
- ③ The communication system must be well developed bet: line and staff to be aware of their attitudes.
- ④ Line managers must give due considerations and serious thought on the advice experts before taking any final decision.
- ⑤ Avoidance of conflict must be the ultimate aim of the two parties. Both should operate in terms of policies and objectives of the org: as a whole.

Thus we see line and staff concepts are an important part of the literature of management. If used effectively it can contribute a lot in structuring and improvement of the business enterprise.

Let us see the advantages & disadvantages of this type of organisation.

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Advantages: ① The chief advantage of the line and staff org. is that it fixes definite lines of authority and responsibility as under the departmental org., and at the same time makes it possible to realise the advantages of specialisation as under the functional type of org.:

② It brings to bear expert knowledge and skill on managerial and operational problems of the establishment. It thus increases efficiency and reduces costs.

③ It facilitates the expansion of the business without imposing any strain on the org.:

④ It provides more opportunities to the employees for promotion by creating a large no. of new positions of responsibility.

⑤ Departmental heads or the line executives are relieved of their duties in relation to research, methods of operation and other activities. The staff is vested with control of planning, designing and all advisory work and the line is entrusted with the actual execution of the varied activities.

Disadvantages: - ① The system lacks simplicity and may create confusion regarding the duties and responsibilities of the several persons in the organisation.

② It may lead to dissatisfaction in the staff since some of their recommendations may not be accepted, or not properly implemented.

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The recommendations may not reach the workers properly, as they are communicated not by the staff which makes them but by the line.

- ③ It may create conflicts bet. line and staff authorities. Line may feel that their authority is undermined because of the activities of the staff.
- ④ Quick decisions cannot be taken since line authorities have to consult their counterparts occupying staff positions.

"Line is to Command and staff is to serve!"
Comment.

The line and staff concept had its origin in military organisations. Line officers have a direct command over the military line of combat. There is a hierarchy of line command with Generals at the apex and majors at the base. Line authority ~~is~~ flows directly from higher level to lower levels.

Staff officers do not have command or authority over the line of combat. Their function is advisory. They analyse military situations, to furnish data, to provide logistic support and help to remove bottlenecks in military lines. The division of labour between line and staff was a useful innovation to improve the military efficiency.

The line-staff concept was introduced into the management literature by classical writers.