

## **MANAGEMENT**

### **PRINCIPLES AND APPLICATIONS**

#### **UNIT-1**

#### **PART-I**

#### **MANAGEMENT CONCEPT: MEANING, DEFINITIONS AND NEED**

Management has become an important Economic Organ' of the present industrial society. Every person in the world from family head to the Prime Minister of the country or from the worker to the Managing Director of a Joint Stock Company, is busy in managing different types of affairs that he has to perform in discharging his entrusted duties. Management is the co-ordination of human and physical resources towards the attainment of objectives. By managing different activities, we can best utilise our available sources and physical resources. As the mind of a person controls its activities, similarly, management control business organisation, Men, Machines and Material in getting the work accomplished.

Most of human activities are performed in groups. Our actions are influenced by the action of other people. When this act of influencing is deliberate, the idea of management explains. The main objective of group activity is to overcome the limitations of individuals. This group may be formal or informal. The informal group such as family, playing group, neighbour, working group is mostly small in size. These groups are not rational in their behaviour but are generally guided by emotions and sentiments. On the other hand, a formal group, such as a business organisation, hospital, university, military organisation is mostly large in size. The objectives of a formal group are determined in advance and every person is supposed to work towards their accomplishment. The work of each member of the group is co-ordinated with that of others. These activities are to be planned, classified and divided among different members. Direction, Motivation and Control also needs to be done. Thus, management required by organise these groups. Smaller the group, less the management required, while larger and

complex the organisation or group more is the management needed. To sum up, it can be said that an organisation is like an orchestra team. It is for the management to make a music or a noise out of it. If there is an effective and efficient management, the result is sweet and melodious music, otherwise, the result is chaotic and awful noise.

## **MEANING OF MANAGEMENT**

The term 'Management' has been used in different senses. Sometimes it is used in the sense of managing the 'Group of Managerial Personnel' in an organisation. At other times, management refers to the process of planning, organising, staffing, directing, co-ordinating and controlling. It is also referred to as a body of knowledge, a practice and discipline. There are some who describe it as a technique of leadership and decision-making or a means of co-ordinating, while some others have analysed management as an economic resource, a factor of production or a system of authority.

## **DEFINITIONS OF MANAGEMENT**

It is very difficult to define the term 'Management' bringing in all the characteristics of a good definition. The word 'Management' is being used by different eminent authors in varying meanings. Different writers have attempted to define it in different ways. A few definitions by some of the prominent writers on the subject are given below:

### **(A) Productivity and Efficiency oriented Definitions**

In this group the following definitions are included which emphasize on producing the commodities at a minimum cost by making the optimum utilisation of factors of production:

(i) "Management is the art of knowing exactly what you want men to do and then seeing that they do it in the best and the cheapest way."

*-F. W. Taylor*

The following three points are clear about management by analysing the above definition:

- a) Management is an Art;
- b) Management is pre-determination of the work to be done; and
- c) Management discovers the most economical method of performing the work.

(ii) "Management may be defined as the art of securing maximum results with a minimum of effort so as to secure maximum prosperity and happiness for both, the employer and the employee and give the public the best possible service."

*-John F. Mee*

(iii) "Management is effective utilisation of human and material resources to achieve the enterprise's objectives."

*-William F. Gluck*

### **(B) Functional Definitions**

Some prominent writers take management as a process or function. In this group few definitions are given below:

(i) "Management is a distinct process consisting of planning, organising, activating and controlling, performed to determine and accomplish stated objectives by the use of human beings and other resources."

*-George R. Terry*

(ii) "Management is the process by which managers create, direct, maintain and operate purposive organisation through systematic co-ordinated and co-operative human efforts."

*-Dalton E. Mac Farland*

(iii) "To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control."

*-Henry Fayol*

The following features of management are clear by analysing the above definition:

- a. Management is a distinct process.

- b. Management includes planning, organising, activating and controlling.
- c. Management is used for determining and attaining the pre-determined objectives.

### **(C) Decision-making Oriented Definitions**

Some eminent writers have taken the management as a process of decision making. Some definitions are as follows:

- (i) "Management means decision-making."

*-Rose Moore*

- (ii) "Management is the art and science of decision-making and leadership"

*-Prof. Clouge*

- (iii) "In essence, management is simply the process of decision-making and control over the action of human beings for the express purpose of attaining pre-determined goals."

*-Stanley Vance*

### **(D) Definitions based on getting things done through and with others**

Under this category the following definitions have been given to management by several scholars:

- (i) "Management is the art of getting things done through organised groups."

*-Harold Koontz*

- (ii) "Management is the process of getting things and with formally done through the agency of a community."

*-Sir Charles Renold*

- (iii) "Management is the accomplishment of results through efforts of other people."

*-Lawrence Appley*

The following features of management are clear by analysing the above definitions:

- i. An art of getting things done through others.
- ii. The persons do effort to accomplish definite objective.
- iii. The managers do the work in company of the persons.

### **(E) Human Oriented Definitions**

Under this category the following definitions have been given to management by several scholars:

i. "Management is the development of men not the direction of things."

*-Lawrence Appley*

ii. "We do not manufacture automobile, aeroplane, fridge, radio or shoe laces but create the man and the man manufacture these things."

*-C. Francis, Ex. Chairman of America*

The following features of management are clear by analysing the above definitions:

i. An institution reluctant towards human aspects cannot access to the peak of success.

ii. It is necessary for accomplishment of determined targets that the man should work with loyalty, interest, denotion and efficiency.

### **Management-An Integration Process**

The term management often denotes the persons who look after the enterprise and turn the dreams into reality and efforts into success with the integration of material and human resources. It makes an organisation a well-knit system. This approach can be analysed with the help of following definitions:

(i) "Management is the force that integrates men and physical plant into an effective operating unit."

*-Keith & Guballani*

(ii) "Management is the total task of welding into single working force-men, money, machinery, material and methods."

*-M. Banerjee*

(iii) "Management is a human activity which directs and controls the organisation and operation of a business enterprise."

*-Wheeler*

(iv) "Management is a co-ordination of the human and material resources essentially in the effective and efficient attainment of the objectives."

*-R. L. Trewatha and M.G. Newport*

### **Other Definitions**

Some other definitions by some of the prominent writers on the subject are given below:

(i) "Management may be broadly defined as the art of applying the economic principles that underline the control of men and materials in the enterprise under consideration."

*-Prof. Kimball & Kimball*

(ii) "Management is a multipurpose organ that manages a business, manages managers and manages workers and work."

*-Peter F. Drucker*

DR. PANKAJ KUMAR SHARMA