

Introduction of Management

* Introduction :

Man is a social animal. As a social animal, everyone depends upon organisation to fulfil their basic needs. Organisation is a group of such people who make efforts for the achievement of specific objectives with mutual co-operation. But, for the success of an organisation, management is highly essential. It must also be noted here that management is needed in every type of organisation, whether the organisation is commercial or non-commercial; whether the organization is big or small; whether the organization produce goods or services. Hence, management is a universal process.

* Meaning and Definition :

The concept of management is interpreted in several ways. For common man, management refer to such a group of some people who run the affairs of an organization. For some scholars, management is a process of getting tasks done by the subordinates by directing their activities. Likewise, many scholars consider management a process of planning, organising, staffing, directing, co-ordination and controlling.

"Management is the art of getting things done through others."
- Mary Parker Follett

"To manage is to forecast and plan, to organise, to command, to co-ordinate and to control"
- Henry Fayol

★ Theories of Motivation:

- Motivation is derived from a Latin word 'movere' which means to move or to energise or to activate.
- Motivation refers to the way in which urges, drives, desires, aspirations or needs direct, control or explain the behaviour of human beings.

1. Maslow's Need Hierarchy Model:

A.H. Maslow developed a conceptual framework for understanding human motivation which has been widely acclaimed.

⇒. Basic Physiological Needs :- Basic and primary needs required for human existence are physiological needs. These needs relate to the survival and maintenance of human life. They include such things as food, clothing, shelter, water, and other necessities of life.

⇒. Safety and Security Needs :- Individuals seek protection from natural environment, biological danger, economic deprivation and emotional

threat from other beings and animals. for this purpose, he wishes security for himself. They want job security, personal bodily security, security of source of income, provision for old age, etc.

➤ **Social Needs :-** Man is a social being. He is therefore interested in conversation, sociability, exchange of feelings and ideas, companionship, recognition, belongingness, etc. Organisation should provide scope for formation of informal groups, encourage working in teams, interpersonal relationship and interpersonal understanding to motivate employees.

➤ **Esteem and Status Needs :-** Maslow believes that people seek growth. They have natural desire to be identified and respected by others. This instinct is called as esteem. Esteem needs are associated with self-esteem and esteem from others.

➤ **Self-actualization Needs :-** This final step under the need priority model is the need for self-fulfilment or the need to fulfil what a person considers to be his mission in life.

2 Herzberg's motivation - Hygiene Model

This theory was developed by Fredrick Herzberg. This theory is also called a ~~not~~ In this theory, he asked a simple question "what do people want from their jobs" and then he asked them to explain when in job they felt good and when they felt bad.

After that, the responses were collected and categorised into two category:

- Motivational factors
- Hygiene factors

⇒ Satisfiers: Motivational Factors Dissatisfiers: Hygiene Factors

→ Achievements

→ Recognition

→ Work itself

→ Responsibility

→ Advancement

→ Growth

→ Company Policy

→ Supervision

→ Relationship with Boss

→ Work conditions

→ Salary

→ Relationship with Peers

Thus, hygiene factors provide no motivation to the employees, but the absence of these factors serve as dissatisfier.

Traditional View

Satisfaction

Dissatisfaction

Herzberg's View

Motivators Factors

Satisfaction

No Satisfaction

Hygiene Factors

No Dissatisfaction

Dissatisfaction

3.

Douglas McGregor was a professor of industrial management at "Massachusetts Institute of Technology" for most part of his career. Douglas McGregor developed a philosophical view of humankind with his two Theory X and Theory Y, which are two opposing perception about how people view human behaviour at work and organizational life.

• Theory X :

Individuals have an inborn dislike for work and will avoid it whenever possible. People must be coerced, controlled, directed or threatened with punishment in order to get them to achieve the organizational objectives. People prefer to be directed, do not want responsibility and have little or no ambition. People seek security above all else.

• Theory Y :

In contrast, Theory Y emphasises management through employee's input and delegation of authority. According to Theory Y, managers make the following assumptions, work is as natural as play and rest. People will exercise self-direction if they are committed to the objectives (they are not lazy) commitment to objectives is a function of the rewards associated with their achievement. People learn to accept and seek responsibility.

Directing

★ Intro & Meaning of Directing :

Directing is said to be a process in which the managers instruct, guide & oversee the performance of the workers to achieve predetermined goals.

Directing is said to be the heart of management process. Planning, Organizing, Staffing, etc. have got no importance if directing function does not take place.

It is also known as spine of Management.

★ Defination :

“Activating deals with the steps a manager takes to get subordinates and others to carry out plans”.

“Directing is telling people what to do and seeing that they do it to the best of their ability.”

★ Advantages of Directing :->

★ Models of Directing :->

Organisational Behaviour

→ Autocratic Model

→ Custodial Model

→ Supportive Model

→ Collegial Model

• Autocratic Model

Autocratic Model is the model that depends upon strength, power and formal authority.

In an autocratic organisation, the people (management/owners) who manage the task in an organization have formal authority for controlling the employees who work under them. These lower-level employees have little control over the work function. Their ideas and innovations are not generally welcomed, as the key decisions are made at the top management level.

• Custodial Model

The custodial model is based around the concept of providing economic security for employees - through wages and other benefits - that will create employee loyalty and motivation.

In some countries, many professional companies provide health benefits, corporate cars, financial packaging of salary, and so on - these are incentives designed to attract and retain quality staff.

The underlying theory for the organization is that they will have a greater skilled workforce, more motivated employees, and have a competitive advantage through employee knowledge & expertise.

• Supportive Model

Unlike the two earlier approaches, the supportive model is focused around aspiring leadership.

It is not based upon control and authority [the autocratic model] or upon incentives [custodial Model], but instead tries to motivate staff through the manager-employee relationship and how employees are treated to day-to-day basis.

The intent of this model is to motivate employees through a positive workplace where their ideas are encouraged and often adapted. Therefore, the employees have some form of "buy-in" to the organization and its direction.

• Collegial Model

The collegial model is based around teamwork - everybody working as colleagues.

The overall environment and corporate culture need to be aligned to this model, where everybody is actively participating - is not about status and job titles - everybody is encouraged to work together to build a better organisation.

The role of the manager is to foster this teamwork and create positive and energetic workplaces. In much regard, the manager can be considered to be the "coach" of the team. And as coach, the goal is to make the team perform well overall, rather than focus on their own performance, or the performance of key individuals.

• System Model

The final organisational model is referred to as the system model.

This is the most contemporary model of the five models discussed in this article. In the system model, the organisation looks at the overall structure and team environment, and considers that individuals have different goals, talents and potential.

The intent of the system model is to try and balance the goals of the individual with the goals of the organization.

Individuals obviously want good remuneration, job

Security, but also want to work in a positive work environment where the organization adds value to the community and/or its customers.

The system of model should be an overall partnership of managers and employees with a common goal, and where everybody feels that they have a stake in the organization.

Span of Control

Span of control can be defined as the total number of direct subordinates that a manager can control or manage. The number of subordinates managed by a manager varies depending on the complexity of the work.

For example, a manager can manage 4-6 subordinates when the nature of work is complex, whereas, the number can go up to 15-20 subordinates for repetitive or fixed work.

★ Factors:

The span of control means the total number of employees that a manager or superior can manage. Several factors are taken into consideration before allocating subordinates to a supervisor.

1. Type of work to be manage:

The most crucial factor that affects the span of control and management skills of a manager is the type of work. If all the subordinates are doing the same job at the same time, then it is easy for a manager or superior to manage all employees at the same time.

For example, it is easy for a supervisor to manage 50 call executives at the same time because they are doing similar work at the same time. On the other hand, a professor can take two or a maximum of four students pursuing a doctorate.

2. Geographical distribution:

If the branches of business are located at far geographic locations, then it becomes difficult for a manager to manage all the executives working at all the branches.

Therefore, areas will be divided into clusters, and different managers are hired to manage each cluster.

3. Administrative tasks performed by a manager:

The span of control of a manager reduces if he is required to complete several administrative tasks daily.

4. The Capability of the Manager:

An experienced manager with a good understanding of the work and having good relationships with employees can manage a higher number of employees. Whereas, an inexperienced manager with limited skills can handle a few employees.

5. Capabilities of employees:

The span of control of a manager not only depends on the capabilities of a manager but also depends on the capabilities of employees to be managed. But a manager, no matter how much experienced he is, can handle only a few inexperienced or new employees at one time.

6. Responsibility for other task:

The span of control of a manager will reduce if he has duties of different jobs on his shoulders. That means he will be able to dedicate a limited time to manage his subordinates.

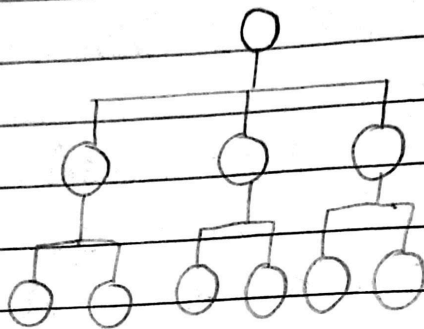
For examples, a professor is not only required to handle and help his dedicate students, but it is also necessary for him to dedicate time to his research work and to take theory classes of other students.

7. Type of business:

The span of control of a manager also depends on the kind of business. Different types of business processes can reduce the span of control of a manager.

★ Types of Span of Control:

1. Narrow span of control: Narrow span of control means a single manager or supervisor oversees few subordinates. This gives rise to a tall organizational structure.



Narrow Span of Control

Advantages:

- The manager can supervise each of his subordinates intimately.
- The nature of work is usually complicated.
- Effective communication between the subordinates and their manager.
- More layers in the hierarchy of management.

Despite many advantages, the narrow span of control is not free from disadvantages.

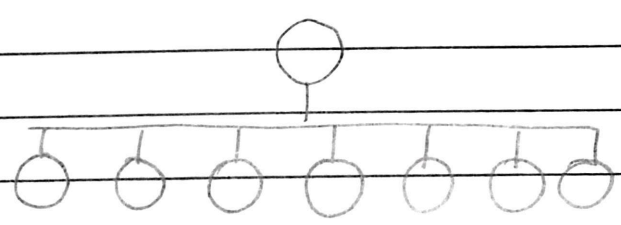
Disadvantages:

- Too much control over employees might hamper their original talent and creativity.
- Extended hierarchy of control results in a long time in decision-making.
- Narrow span of controlling prevents cross-functional problem-solving.

On the other hand, a span of control is wide when a manager manages or controls up to 20 subordinates.

2. Wide Span of Control:

Wide span of control means a single manager or supervisor oversees a large number of subordinates. This gives rise to a flat organizational structure.



Wide Span of Control.

Advantages:

- In a wide span of control, subordinates are more independent.

- Fewer layers in the hierarchy of management.
- The nature of work is repetitive.
- Less direct communication between subordinates and managers.

Disadvantages :

- Ineffective management.
- Increased workload on managers.
- The roles of team members are not clearly defined.
- Less communication between managers and subordinates reduces the control of the manager.

Control

* Types of control:

Mainly there are three types of control system used in the organization. The first is concerned with before the problem occurs, the second is during the problem occurred. Namely:

- Pre-control
- Concurrent control
- Post control or feedback control.

1. Pre-control:

Pre-control is also known as feed-forward or preventive control. It is future directed control. It allows management to prevent problems rather than solving after occur.

It predicts problems that the management may face in the future and identifies the steps to be taken to resolve them. It tries to anticipate deviation in advance and allows corrective action to be taken before the problem arises.

2. Concurrent control:

Con-current control is also known as real time or steering control. It is the technique of controlling the activities

in the process of functioning.

In this system, supervisor direct the work of subordinates so that they perform their work properly.

3. Post Control:

It is also known as post-action or feedback control. It takes place after the activity is over. Management can take corrective action after analyzing deviation from the planned results.

In other words, it is the process of adjusting future action on the basis of information about the past performance.

Social Responsibility of Business

⇒ The concept of social responsibility in relation to business means that the firm functions to accomplish its financial objectives and serves the society as well.

No business exists in isolation. Every organ of the society contributes towards the success of a business.

Thus, it becomes imperative that business too does something for the society in return. This responsibility of business towards the society is called social responsibility.

* Significance of Social Responsibility:

1. Long-term Interest: It is in the long-term interest of the business to discharge its social obligations by serving different interest groups such as employees, consumers, government and citizens. Wise business persons know that unless they serve the society by fulfilling its needs, they will not be able to climb the success ladder.

Working for the society, stakeholders and government helps an organization ^{in establishing} a strong public image. On the other hand, a business organization with vested selfish interests may get ignored by the society.

Indebted to Society:

A business uses the resources of the society for its to pay back its dues by serving the society. Businessmen should tend to the needs of the society and use its resources for community welfare.

3. Public Image:

A business devoted towards fulfilling its social responsibilities is regarded highly by the society. Good rapport with employees, suppliers and customers and government helps in building a favourable public image of the business enterprise.

Moreover, a socially responsible organization is considered trustworthy by the shareholders and investors.

4. Social Awareness:

These days, employees and customers are more informed about their rights. While consumers expect the seller to abide by the fair trade practices, workers want fair wages and other employee benefits.

If the expectations of these interest groups are not met, they may resort to either anti-social activities or seek help from trade unions and consumer courts.

This will lead to industrial turmoil and unrest within the society which is harmful for proper functioning of the business.

5. Law and order:

A peaceful society is congenial to the expansion of business. Unable to withstand exploitation by the business enterprises, the weaker section can rebel and take the law and order in their hands. As a result, the survival of the business can be threatened.

* [C & R] Concept:

Every business must conduct its operations so as to produce an overall positive impact on society. Corporate social responsibility (CSR) requires every business to behave ethically and improve the quality of life of society. Every business must decide voluntarily to contribute to a better society and a cleaner environment.

CSR is a concept that strikes a happy balance between economic, social, ethical, and societal concerns of a business. It forces every business to conduct the show in the best interests of society.

The essential elements of CSR may be presented thus:

- CSR is a moral obligation to conduct operations ethically.

- It strikes a happy balance between economic, ethical and social issues.
- It demands every business to conduct the show in the best interests of society at large.
- Businesses must make profits, but that can't be at the cost of ~~the~~ customers.
- It is a voluntary effort undertaken by every business that goes beyond what has been dictated by law.