

# What is Management

A set of activities (including planning, organizing, leading, and controlling) directed by an organization's resources (human, financial, physical, and information) with the aim of achieving organizational goals and objectives in an effective and efficient manner

Management consists of getting things done through others. A manager is one who accomplishes the objectives by directing the efforts of others....

**S.GEORGE**

“Management is what a manager does”

.....**Louis Allan**

Here a manager does all the work **effectively** and **efficiently** which will meet the vision and mission of the organization.

**Effectively**: Doing the right things.

Effectiveness is about doing the right task, completing activities, and achieving goals.

**Efficiently**: Doing things in the right manner.

Efficiency is about doing things in an optimal way.

**VISION:** describe the future situation that a company wishes to have.

The vision of the company is the response to the question: What do we want our organization to be?

**The vision of Ford Motors:**

Become the main company of the world in products and services of the car

**MISSION:** describes the functional purposes of the organization.

The mission of the company is the answer to the question: why does the organization exist?

**The mission of Ford motors:**

We are a global, diverse family with a proud inheritance, providing exceptional products and services

## **Differences:**

A mission statement focuses on a company's present state, While a vision statement focuses on a company's future.

# “Managers perform Management in the Organization”

- ***Organizations:*** People working together and coordinating their actions to achieve specific goals.
- ***Manager:*** Is one who achieves goals by working with or through people.
- ***Management:*** The process of using organizational resources to achieve the organization’s goals by...
  - *Planning, Organizing, Leading and Controlling*

- **Resources are organizational assets and include:**
  - People,
  - Machinery,
  - Raw materials,
  - Information,
  - Financial capital.

Managers are the people responsible for supervising the use of an organization's resources to meet its goals.



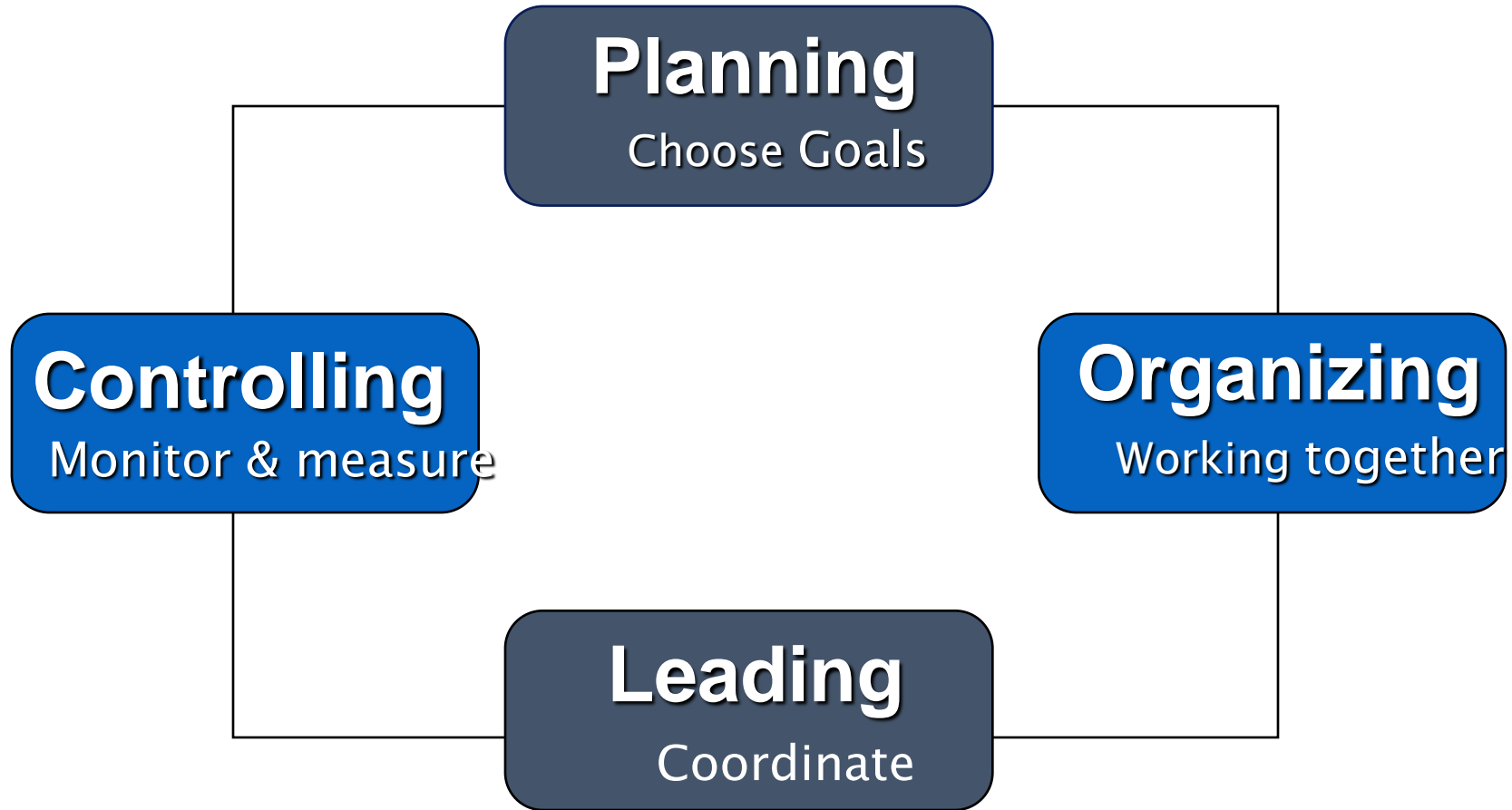
# “Managers perform Management in the Organization”

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- ✓ Henri Fayol was the first to describe the four managerial functions when he was the CEO of a large mining company in the later 1800's.
- ✓ Fayol noted managers at all levels, operating in a for-profit or not-for-profit organization, must perform each of the functions:
  - Planning
  - Organizing
  - Leading
  - Controlling

# Four Functions of Management

Figure 1.2



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# Planning

Planning is the process used by managers to **identify and select appropriate goals** and **courses of action** for **an organization**.

## 3 steps to good planning :

1. Which goals should be pursued?
2. How should the goal be attained?
3. How should resources be allocated?

The planning function determines **how effective** and **efficient** the **organization** is and **determines** the **strategy of the organization**.

# Organizing

- In organizing, managers create the structure of working relationships among organizational members that best allows them to work together and achieve goals.
- Managers will group people into departments according to the tasks performed.
- Managers will also lay out lines of authority and responsibility for members.
- An *organizational structure* is the outcome of organizing. This structure coordinates and motivates employees so that they work together to achieve goals.

# Leading

- In leading, managers **determine direction**, state a **clear vision for employees** to **follow**, and help **employees understand the role they play in attaining goals**.
- Leadership involves a manager using **power**, **influence**, **vision**, **persuasion**, and **communication skills**.
- The **outcome** of the **leading function** is a **high level** of **motivation** and **commitment** from **employees** to the **organization**.

# Controlling

- In controlling, managers evaluate how well the organization is achieving its goals and take corrective action to improve performance.
- Managers will monitor individuals, departments, and the organization to determine if desired performance has been reached.
- Managers will also take action to increase performance as required.
- The outcome of the controlling function is the accurate measurement of performance and regulation of efficiency and effectiveness.

# Management Levels

Organizations often have 3 levels of managers:

**First-line Managers:** responsible for day-to-day operation. They supervise the people performing the activities required to make the goods or services.

**Middle Managers:** Supervise first-line managers. They are also responsible to find the best way to use departmental resources to achieve goals.

**Top Managers:** Responsible for the performance of all departments and have cross-departmental responsibility. They establish organizational goals and monitor middle managers.

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# Three Levels of Management



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# Areas of Management

- Marketing Manager
- Financial Manager
- Operations Manager
- Human Resource Manager
- Administrative Manager
- Other Kind of Manager  
(such as public relation manager)

# Managerial Roles

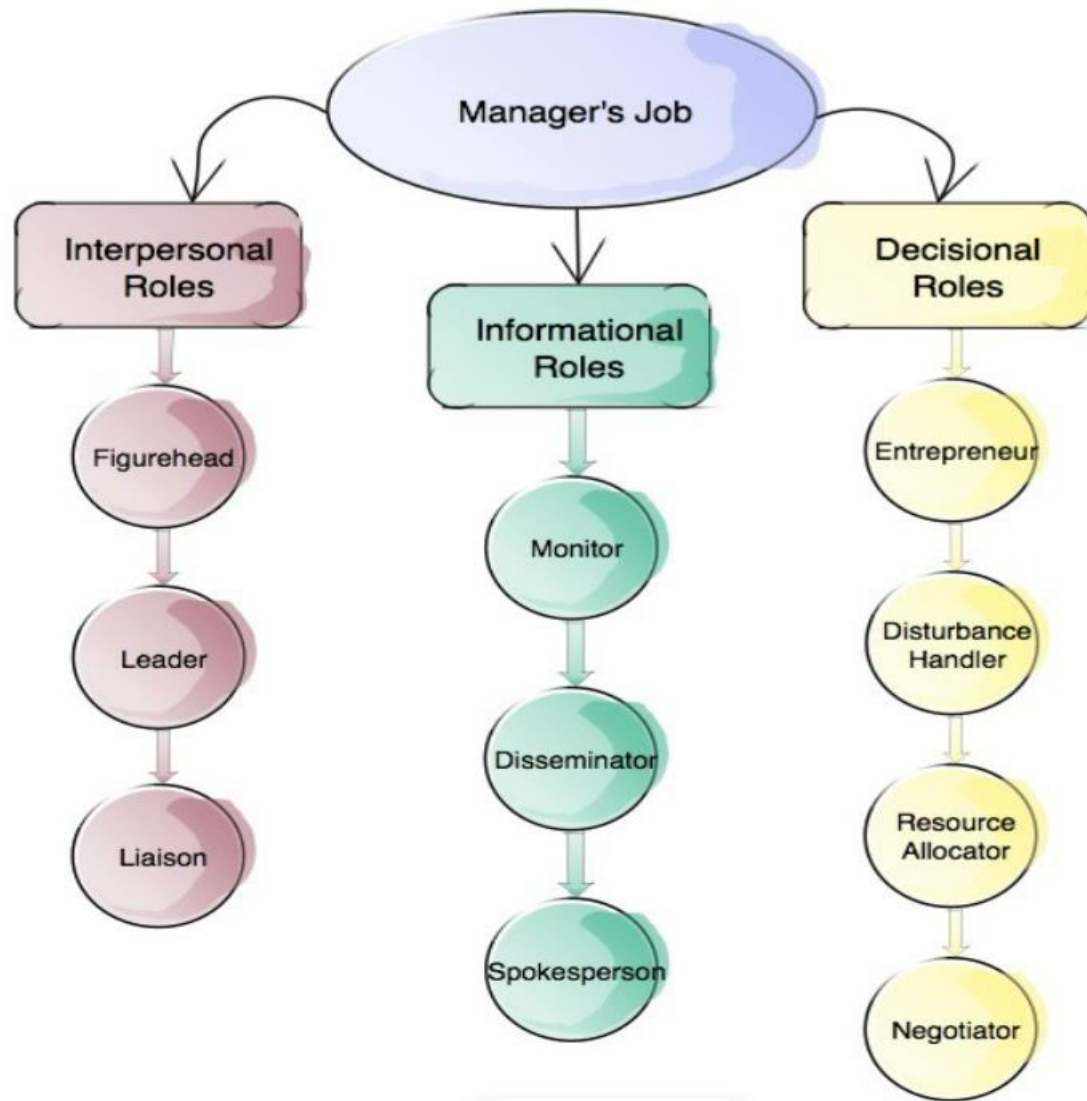
- **As described by Mintzberg.**

A role is a set of specific tasks a person performs because of the position they hold.

- Roles are directed inside as well as outside the organization.

**There are 3 broad role categories:**

1. Interpersonal
2. Informational
3. Decisional



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# Interpersonal Roles

Roles managers assume to coordinate and interact with employees and provide direction to the organization.

- ***Figurehead role:*** symbolizes the organization and what it is trying to achieve.
- ***Leader role:*** train, counsel, mentor and encourage high employee performance. Motivate and encourage subordinates.
- ***Liaison role:*** link and coordinate people inside and outside the organization to help achieve goals.

# Informational Roles

Associated with the tasks needed to obtain and transmit information for the management of the organization.

- *Monitor role:* scans the environment for new information and analyzes information from both the internal and external environment.
- *Disseminator role:* manager transmits information to all subordinates
- *Spokesperson role:* Transmit organizational information to outsiders.

# Decisional Roles

Associated with the methods managers use to plan strategy and utilize resources to achieve goals.

- ***Entrepreneur role:*** deciding upon new projects or programs to initiate and invest in.
- ***Disturbance handler role:*** assume responsibility for handling an unexpected event or crisis.
- ***Resource allocation role:*** Allocate monetary and non-monetary resources of the organization
- ***Negotiator role:*** seeks to negotiate solutions between other managers, unions, customers, or shareholders.

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# Managerial Skills

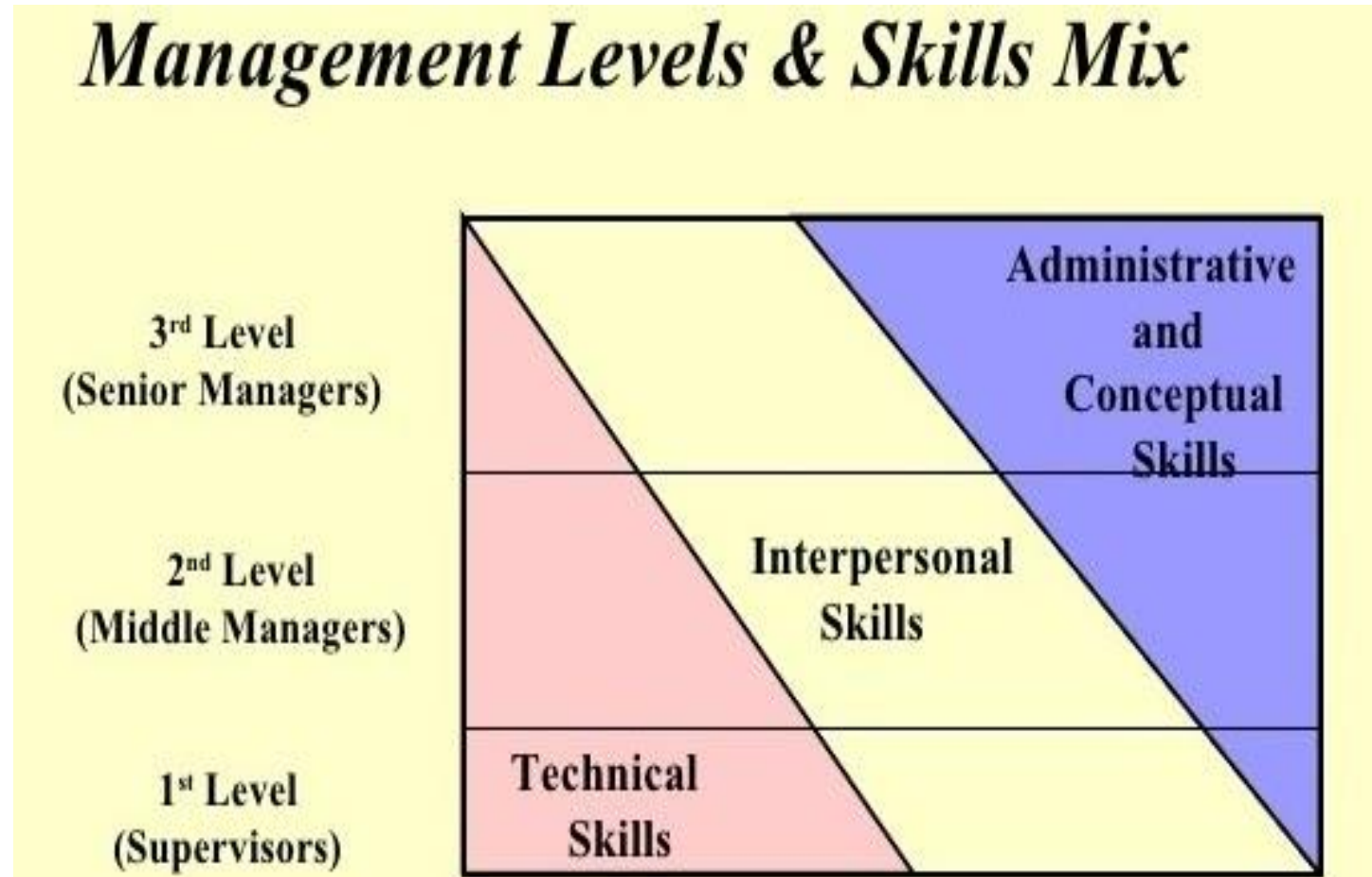
There are three skill sets that managers need to perform effectively.

- ***Conceptual skills:*** the ability to analyze and diagnose a situation and find the cause and effect.
- ***Interpersonal skills:*** the ability to communicate with, understand, & motivate both individuals & groups.
- ***Technical skills:*** the job-specific knowledge required to perform a task. Common examples include marketing, accounting, and manufacturing.

**All three skills are enhanced through formal training, reading, and practice.**



**Figure 1.5**



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# Management Challenges

- Increasing number of global organizations.
- Building competitive advantage through superior efficiency, quality, innovation, and responsiveness.
- Increasing performance while remaining ethical managers.
- Managing an increasingly diverse workforce.
- Using new technologies.

# IS MANAGEMENT IS AN ART OR SCIENCE ?

## How management is an art

Managing is the "art of arts" because it organizes and uses human talent.

Practical knowledge



Personal skill



Creativity



Perfection through practice



Goal-oriented



## How management is science

Management follows a systematic method to find a possible solution for a problem

Concepts



Methods and principles



Theories



Organized knowledge



Practice



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# Is Management Science Or Arts

## The Science of Management

- Many problems & issues can be solved in scientific ways.
- Managers use quantitative models, and decision-making techniques to reach correct decisions.
- Technical & diagnostic skills are important when practicing the science of management.

# Is Management Science Or Arts

## The Art Of Management

- Managers try to Take decisions to Solve Problems on the Basis of **Perception, Experience, Character & Personal Insight**
- Relying on Conceptual and Interpersonal skills
- Solving Unusual and Non-routine Problems

# $Q_s$ & $A_s$

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