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**DEPARTMENT OF MODERN OFFICE MANAGEMENT
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PAPER- FUNDAMENTALS OF MANAGEMENT
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INTRODUCTION

Management is a universal process in all organized, social and economic activities. Wherever there is human activity there is management.

Management is a vital aspect of the economic life of man, which is an organized group activity. A central directing and controlling agency is indispensable for a business concern. The productive resources –material, labour, capital etc. are entrusted to the organizing skill, administrative ability and enterprising initiative of the management. Thus, management provides leadership to a business enterprise. Without able managers and effective managerial leadership the resources of production remain merely resources and never become production. Management occupies such an important place in the modern world that the welfare of the people and the destiny of the country are very much influenced by it.

MEANING OF MANAGEMENT

Management is a technique of extracting work from others in an integrated and coordinated manner for realizing the specific objectives through productive use of material resources. Mobilizing the physical, human and financial resources and planning their utilization for business operations in such a manner as to reach the defined goals can be benefited to as management.

DEFINITION OF MANAGEMENT

Management may be defined in many different ways. Many eminent authors on the subject have defined the term "management". Some of these definitions are reproduced below:

In the words of George R Terry - "Management is a distinct process consisting of planning, organizing, actuating and controlling performed to determine and accomplish the objectives by the use of people and resources".

According to James L Lundy - "Management is principally the task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective",

In the words of Henry Fayol - "To manage is to forecast and to plan, to organize, to command, to co-ordinate and to control".

According to Peter F Drucker - "Management is a multipurpose organ that manages a business and manages managers and manages worker and work".

In the words of J.N. Schulze - "Management is the force which leads, guides and directs an organization in the accomplishment of a pre-determined object".

NATURE OR CHARACTERISTICS OF MANAGEMENT

An analysis of the various definitions of management indicates that management has certain characteristics. The following are the salient characteristics of management.

1. Management is a Factor of Production: Manager's primary task is to secure the productive performance through planning, direction and control. It is expected of the management to bring into being the desired results. Rational utilisation of available resources to maximise the profit is the economic function of a manager. Professional manager can prove his administrative talent only by economising the resources and enhancing profit.

According to Kimball - "management is the art of applying the economic principles that underlie the control of men and materials in the enterprise under consideration".

2. Management also implies skill and experience in getting things done through people:

Management involves doing the job through people. The economic function of earning profitable return cannot be performed without

enlisting co-operation and securing positive response from "people". Getting the suitable type of people to execute the operations is the significant aspect of management.

3. Management is a process: Management is a process, function or activity. This process continues till the objectives set by administration are actually achieved.

"Management is a social process involving co-ordination of human and material resources through the functions of planning, organising, staffing, leading and controlling in order to accomplish stated objectives".

4. Management is a universal activity: Management is not applicable to business undertakings only. It is applicable to political, social, religious and educational institutions also. Management is necessary when group effort is required.

5. Management is a Science as well as an Art: Management is an art because there are definite principles of management. It is also a science because by the application of these principles predetermined objectives can be achieved.

6. Management is a Profession: Management is gradually becoming a profession because there are established principles of management which are being applied in practice, and it involves specialised training and is governed by ethical code arising out of its social obligations.

7. Management is an endeavour to achieve pre-determined objectives: Management is concerned with directing and controlling of the various activities of the organisation to attain the pre-determined objectives. Every managerial activity has certain objectives. In fact, management deals particularly with the actual directing of human efforts.

8. Management is a group activity: Management comes into existence only when there is an group activity towards a common objective. Management is always concerned with group efforts and not individual

efforts. To achieve the goals of an organisation management plans, organises, co-ordinates, directs and controls the group effort.

9. Management is a system of authority: Authority means power to make others act in a predetermined manner. Management formalises a standard set of rules and procedure, to be followed by the subordinates and ensures their compliance with the rules and regulations. Since management is a process of directing men to perform a task, authority to extract the work from others is implied in the very concept of management.

10. Management involves decision-making: Management implies making decisions regarding the organisation and operation of business in its different dimensions. The success or failure of an organisation can be judged by the quality of decisions taken by the managers. Therefore, decisions are the key to the performance of a manager.

SCOPE OF MANAGEMENT

It is very difficult to precisely state the scope of management. However, management includes the following aspects:-□

Subject-matter of Management

Management is considered as a continuing activity made up of basic management functions like planning, organizing, staffing, directing and controlling. These components form the subject- matter of management.

Functional Areas of Management

Management covers the following functional areas:-

- **Financial Management:** Financial management includes forecasting, cost control, management accounting, budgetary control, statistical control, financial planning etc.

- **Human Resource Management:**

Personnel/Human Resource management covers the various aspects relating to the employees of the organisation such as recruitment, training,

transfers, promotions, retirement, terminations, remuneration, labour welfare and social security, industrial relations etc.

- **Marketing Management:** Marketing management deals with marketing of goods, sales promotion, advertisement and publicity, channels of distribution, market research etc.
- **Production Management:** Production management includes production planning, quality control and inspection, production techniques etc.
- **Material Management:** Material management includes purchase of materials, issue of materials, storage of materials, maintenance of records, materials control etc,
- **Purchasing Management:** Purchasing management includes inviting tenders for raw materials, placing orders, entering into contracts etc.
- **Maintenance Management:** Maintenance management relates to the proper care and maintenance of the buildings, plant and machinery etc.
- **Office Management:** Office management is concerned with office layout, office staffing and equipment of the office.

FUNCTIONS OF MANAGEMENT

A manager is called upon to perform the following managerial functions:

Planning:

Planning is a basic managerial function. Planning helps in determining the course of action to be followed for achieving various organisational objectives: It is a decision in advance, what to do, when to do how to do and who will do a particular task. Planning is a process which involves 'thinking before doing'. Planning is concerned with the mental state of a manager. He thinks before undertaking a work. Other functions of management such as organising, staffing, directing, co-ordinating and controlling are also undertaken after planning.

Organizing

Every business enterprise needs the services of a number of persons to look after its different aspects. The management sets up the objectives or goals to be achieved by its personnel. The energy of every individual is channelised to achieve the enterprise objectives.

The function of organising is to arrange, guide, co-ordinate, direct and control the activities of other factors of production, viz., men, material, money and machines so as to accomplish the objectives of the enterprise. In the words of Koontz and O'Donnel, "Organising that part of managing that involve establishing and intentional structure of roles for people in an enterprise to fill." Organisation provides the necessary framework within which people associate for the attainment of business objectives.

Staffing.

The function involves manning the positions created by organisation process. It is concerned with human resources of an organisation. In the words of Koontz and O'Donnel, "staffing is filling, and keeping filled, positions in the organisation structure through defining work-force requirements, appraising, selecting, compensating and training.

Every manager in an organisation has to perform the staffing function in one form or the other, in order to get things done through others. But, it is decidedly a difficult managerial function as it concerns human beings whose behaviour and actions cannot be predicted, and that is why it has become a distinct and specialised branch of management.

Directing.

Directing is concerned with carrying out the desired plans. It initiates organised and planned action and ensures effective performance by subordinates towards the accomplishment of group activities. Direction is called management in action. In the words of George R. Terry, "Direction is moving to action and supplying stimulative power to the group." After

planning, organising and staffing, the manager has to guide and supervise his subordinates. According to Massie, "Directing concerns the total manner in which a manager influences the actions of subordinates. It is the final action of a manager in getting others to act after all preparations have been completed."

Controlling

Controlling can be defined as "determining what is being accomplished, that is evaluating the performance, if necessary, applying corrective measures so that the performance takes place according to plans. Control is essential for achieving objectives of an enterprise. The planning of various activities does not ensure automatic implementation of policies. Control is the process which enables management to get its policies implemented and take corrective actions if performance is not according to the predetermined standards. If planning is the beginning of the management process, controlling may be said to be the final stage. If planning is looking ahead, controlling is looking back. Control is not possible without planning and planning is meaningless without control.

Supervision

Supervision is another important element of directing function of management. After issuing instructions, the manager or the supervisor has to see that the given instructions are carried out. This is the aim of supervision. Supervision refers to the job of overseeing subordinates at work to ensure maximum utilisation of resources to get the required and directed work done and to correct the subordinates whenever they go wrong. Though supervision is performed at all levels of management, the major responsibility for supervision lies with the first line of management. Sound organisational set up, effective delegation, human approach, effective communication and management by exception make supervision effective.

