

1 - Nature and Significance of Management

Introduction:

The term management has to be perceived from different dimensions, in this era of technological advancement and at a time when the world is moving towards newer concepts like 'global village'. It is applicable not only to all business organisations or institutions but also in every walk of life. The above given description establish the fact that how significant is the concept of management and its functions.

Values and attitudes:

Students should inculcate a quality of managing anything and everything positively in life

Unit Frame

Sl. No	Concepts	Process	Learning Outcome
1	Management – Concept - Meaning	Suggested strategy: Case Study / Interview / <ul style="list-style-type: none"> • Students can be provided with a case study of a student. • Alternatively interview of a successful entrepreneur in a nearby locality can also be made use of. 	Students will be able to: Describe the concept of management
		<u>Assessment:</u> Teacher Assessment	
		<u>Skill :</u> Communication, interaction, Analytical	
2	Characteristics of Management	Suggested strategy: General Discussion <ul style="list-style-type: none"> • A general discussion can be initiated as a follow up activity of the above case study 	Explain the characteristics of management
		<u>Assessment:</u> Teacher Assessment	
		<u>Skill:</u> Communication, Creative thinking, Analysis	
3	Objectives and importance of Management	Suggested Strategy: Brain storming and discussion <ul style="list-style-type: none"> • Students are brain stormed with intriguing questions for eliciting different objectives of management followed by a discussion to tap its 	Evaluate and explain the various objectives and importance of business

		importance	
		Assessment: Self Assessment	
		Skill: Comparison, Differentiation, Creative thinking, divergent thinking	
4	Nature of management - Art - Science - Profession	Suggested strategy: Group Discussion <ul style="list-style-type: none"> Students are grouped into three and asked to identify the specific features of art, science and profession. The job is assigned to each group separately. Features are then linked to the concept of management 	Describe the nature of management as art, science and profession.
		Assessment: Peer Assessment	
		Skill: Differentiation, comparison, Analysis	
5	Levels of Management - Top level - Middle level - Supervisory (Lower level)	Suggested Strategy: Group discussion <ul style="list-style-type: none"> A case analysis can be given on authorities and functions of various people working in different capacities in a business organisation 	Categorize various positions of an organisation into different levels of management and their functions
		Assessment: Teacher Assessment	
		Skill: Analysis, Differentiate, comparison	
6	Functions of Management -Planning -Organising -Staffing -Directing -Controlling	Suggested Strategy: Case Analysis <ul style="list-style-type: none"> For eliciting different functions of managers in a business organisation, teacher can provide a case study in groups 	Explain the different functions of management.
		Assessment: Teacher Assessment	
		Skill: Communication, Interpretation, Comparison	

7	Coordination - Its characteristics and importance	Suggested Strategy: General discussion/ Brain storming <ul style="list-style-type: none"> Citing examples of brain coordinating various organs of a human body and comparing this with a business organisation a general discussion can be initiated. 	explain the nature and importance of coordination
		Assessment: Teacher Assessment	
		Skill: Coordination, Effective communication, Interpersonal relation	

1. Management – Meaning and Concept

Suggested Strategy: Case study

Sabu is a student of plus two, who outperforms at school in both academic and co curricular level. Do you think that is it because of his hard work and efforts alone?

After posing the case, the students are asked to list out the factors leading to his success through an analysis of the case in groups.

Having presented their views, the teacher consolidates as follows

You know that it is largely because how his activities are directed, managed and controlled

In a nutshell you can experience the quality of management by your parents and teachers as well. Thus your success depends upon how you are motivated, directed and controlled. All these activities are inherent in the managerial functions. Wherever you find a group activity, they have some goals in common. In order to achieve these goals, there exists some form of management.

Activity: 2

Let us list out certain well known companies as below:

- Infosys
- HCL
- Wipro
- TCS
- RIL
-
-

They are world reputed and highly rated companies in terms of quality of service, customer care, ethical standards, and corporate responsibility

Have you ever thought of how they have achieved all these?

Is there any powerful source behind the success of these corporate?

The case is given for group discussion

Consolidation

Behind this achievement, there were a group of hands whose efforts and sacrifices cannot be explained in a few words. The success of any organised activity is reflected effectiveness in management.

From the above illustrations, what do you understand by the concept of management?

Management is the process of getting things done with the aim of achieving goals effectively and efficiently.

Check list for Teacher Assessment:				
Attributes			Total correct answers	Total wrong answers
a. Management is getting things done through others	Yes / No			
b.means doing the task correctly and with minimum cost	Efficiency / Effectiveness			
c. Functions of management includes?	?			

2. Characteristics of management

Suggested Strategy: General discussion

A general discussion on the following is initiated as a follow up activity of the above

Discussion Points:

- Why sabu has been a good performer at school? Or why the above mentioned companies have been successful?
- Do you think that managerial functions are performed at school or corporate levels alone?
- Is the technique of management applied on people alone? How do you respond to it?
- If sabu was controlled and directed in his activities only once or twice in his school or life could he become successful in his studies?

Discussion can be wrapped up by narrating the important characteristic features of management which is as follows:

- Goal oriented process
- Pervasive function
- Multidimensional
- Continuous Process
- Group activity
- Dynamic function
- Intangible force

In essence, the purpose of management is to carry out the tasks needed to enable the business to reach its goals. Although highly complex in many ways, management can be reduced to relatively small number of fundamental ideas and concepts which are part of all business, no matter where the business is or what kind of business it is.

Check list for teacher assessment				
Attributes	4	3	2	1
Involvement in class:				
a. Clearing doubts				
b. Generating discussion				
c. Activities				
d. Response to queries				

3. Objectives and Importance of management:

Suggested Strategy: Brain storming and discussion

The power of management lies how an organisation attains its stated goals. No matter whatever be the entity, management has its own goals which are varied and numerous.

The student are required to name the goals that are found most appropriate in terms of the following entities

Activity: 3

1	The goals which organisation thrives to attain through out its life cycle	?
2	When the organisation seeks to fullfill the obligations towards the society it may be referred to as	?
3	When the organisation seeks to satisfy the goals of persons who are attached with the organisation it may be called as	?

The above discussion can be consolidated in the following lines:

An organisation will have different objectives namely, organisational, social and personal or individual. The management is important for achieving all these objectives in an efficient and effective manner. The following points of importance are stressed.

- Helps in achieving group goals
- Increases efficiency
- Creates a dynamic organisation
- Helps in achieving personal objectives
- Helps in development of society

Self Assessment

Students	Date	Time	What I did	Remarks
St.1				
st.2				
St.3				
St.4				
St.5				

4. Management as an art, science and profession: [Nature of Management]

Suggested Strategy: Group discussion

Variety of examples can be cited to elicit the features of art, science and profession.

When we talk about artists in any field, there are a few persons whose names rush into our minds.

- Can you tell the names of a few artists?
- Why do you prefer to tell such names?
- How have they been famous?
-

From the above discussion points, they are required to report in a few words on the meaning and characteristics of arts. The management is said to be an art if this specialised knowledge is applied in management. The key features are

- Existence of theoretical knowledge
- Personalised application
- Based on practice and creativity

In order to convey the concept as a science the following tips are given group.

- When a stone is thrown up in the air, it falls down, why?
- If you mix two atoms of hydrogen and oxygen, what will happen?
- How these principles are evolved?
-

Discussions on the above lines will get you to the features of science which are as follows:

- Systematised body of knowledge
- Based on experimentation
- Universal validity

Similarly, the above discussion is continued on the profession as well.

Suppose, you are not well, whom do you consult?

- Can you name out some other professional?
- Who can be a professional?
-

The above hints are given for discussion bearing the following points to your memory.

- Equalisation
- Training
- Remuneration
- Membership etc.

Consolidation:

Management is a dynamic subject and can be seen from different dimensions and has several connotations. Since management consists of the components of specialised knowledge and

skills it is regarded as an art. At the same time it establishes cause and effect relationship at every level it is also treated as science.

Management even though does not satisfy all requirements of a profession but at the same time it meets most of the above criterion, and it is widely accepted as a profession.

Peer Assessment					
Attributes	St1	St2	St3	St4	St5
Participation in discussion					
Generation of ideas					
Logical thinking					
Leadership drives					
Attainment of concept					

5. Levels of Management

Suggested strategy: Group discussion

The following activity is given in groups.

Activity: 4

List out the positions of the following persons in terms of their ranks as high, middle or lower

At Home	Father / Mother	Higher
	Principal	?
At School	Teacher	?
	Peons	?
	Manager	?
In a Bank	Chief Accountant	?
	Clerk	?

- At home who takes important decisions?
- At schools, who makes the important decisions and policies?
-

In the context of a company too, there are a group of persons who take care of these managerial functions. They can also be classified under different levels. Usually, they are classified under three levels

- a. Top Management
- b. Middle level Management
- c. Lower level Management

At this point, a general discussion on the above levels and the functions performed by different persons at different levels are to be brain stormed

As a follow up of the above the activity given below is provided.

Activity: 5

Functions of different levels of management are given in the table. Identify the level of management who performs these functions

	Functions performed	Level of Management
a	Integration of different elements and Coordination of activities of different departments	?
b	Implementation and controlling of plans and strategies	?
c	Assigning duties to workers	?

Students are given necessary key points for discussion leading to the functions performed by different levels of management as mentioned above.

6. Functions of Management

Suggested Strategy: Case study

Anil and Arun are on for venturing a building work on behalf of Biju. This being a heavy project for them, Anil is of the opinion that unless we plan the activities with utmost care the mission will be a failure. Let us hear their conversation now.

Arun: What should we plan? What I mean is the various aspects involved in this context.
After discussion on the point, Arun continued.

Is planning alone enough to make our endeavour a success?

Anil: No. Now we have to decide the various activities involved and decide whom the work the work has to be entrusted and also to fix the authority, responsibility etc, wherever a division of work exists.

Arun: Then what else?

Anil: After organising our activities in the above manner the next emphasis is upon seeking the necessary work force (Staffing)

Arun: After manning, they are to be properly directed no? What about communication on the things to be done by the work force and they should be motivated also?

Anil: Yes of course this is to be done. They have to be motivated and lead properly. Last but not the least, one more important aspect is that we should see whether they do things in accordance with the plan established.

From the above discussion,

- What do you understand by the functions performed by a manager?
-
-

After discussion in the groups the following activity is also provided

Activity: 6

Suggest an appropriate management function for the statements given below:

a. Thinking in advance the future course of action?	?
b. Harmonious adjustment of various elements to achieve common objectives	?
c. _____ Refers to filling the post with people	?
d. Instructing, guiding, communicating and inspiring people in the organisation	?
e. It refers to bringing the actual results closer to the desired results	?

Consolidation should be in the following manner:

In every organisation managers has to perform the following basic functions:

- Planning
- Organising
- Staffing
- Directing
- Controlling

7. Coordination – Meaning, Characteristics and Importance:

Suggested Strategy: General discussion / Brain storming

- Do you know the activities or functions of a business?
 - Producing
 - Financing
 - Marketing
 - Staffing

Suppose, the production manager of a firm, without consulting the marketing manager or financial manager, has decided to produce 10,000 units of a particular product.

- Will the plan of the production manager work in the above context?
- If not, Why?

The students are given a challenging situation why the plan cannot work. After discussion and presentation of their ideas, the teacher can consolidate the points on the meaning and importance of coordination by emphasising the following.

“The activities performed by various people working in a business organisation are inter-dependent upon each other. The objectives of a business organisation can be achieved efficiently and effectively only if, the efforts of various people involved are properly coordinated. Considering the above facts management has to concentrate its efforts on the establishment of coordination at all levels of management”.

Teacher Assessment					
Attributes	4	3	2	1	Remarks
Mindset					
Engagement					
Clarity of concept					
Judgement					
Analysis and conclusions					

4 - Highly Effective; 3 - Effective; 2 - Need improvement; 1 - Does not meet standards

Repository		
Process	Portfolio	Unit Assessment
• Case study on meaning and concept of management	• A practical definition on the meaning of management	Unit Test
• General discussion on the characteristics of management	• Report on characteristics of management	
• Group discussion and brainstorming on the objectives and importance of management	• List containing objectives of management • Notes showing the importance of management	
• Group discussion on the nature of management	• Notes on features of arts and science • Notes showing management is profession	
• Group discussion on the levels of management	• Chart showing levels of management and various functions	
• Case analysis on functions of management	• Table showing functions of management and its descriptions	
• Group discussion and brainstorming on coordinations and its importance	• Notes on Coordination, its characteristics and importance	

TE Questions:

1. Name that intangible force which creates productive relationships in an organisation?
2. A company builds old age homes for people who come under below poverty line and provides good living conditions to them. Identify the management objective the company is trying to achieve?
3. The HR manager of a company is promoted as senior vice president.
 - a. Identify the level of management to which he is promoted?
 - b. State the functions he has to perform at that level?
4. ABC Ltd., a manufacturer of consumer goods has started facing a lot of problems recently. Profits are declining. Every department is blaming each other for lapses.

- a. What quality of management is lacking in the above company?
 - b. What steps do you think that company should take to improve the situation?
5. Nokia mobiles intend to regain its lost glory by introducing a new android mobile phone.
- a. Which all levels of management do have to participate in this process?
 - b. What decision should each level of management take to give effect to this decision?