

FIVE MARKS

1. What are the characteristics of management?

1. **Management is an activity:** Management is a process of organized activity which is concerned with the efficient use of resources of production. Resources include materials, money, and people in the organization
2. **It is a purposeful activity:** It is concerned with the achievement of objectivity through its directing and controlling. Objectives may be explicitly defined or implicit.
3. **It is concerned with the effort of a group:** Management is concerned with the management of people and not the direction of things. It inspires and motivates workers to put forth their effort to the maximize workers output.
4. **Management is getting things done:** According to Koontz O'Donnell, management is the art of getting things done through and with people informally organized into groups. In other words, a manager does not do any operating work himself but gets it done through others.
5. **It applies economic principles:** According to Dr. Kimball, management is the art of applying the economic principles that underlies the control of men and materials in the enterprise under consideration.
6. **Involves decision-making:** Management involves decisions relating to various aspects of management. It is said that management is the decision-making process and the decisions are involved in all the functions of management.
7. **It coordinates all activities and resources:** It is concerned with the co-ordination of all activities and resources through its various functions to attain the stated objectives.

2. Explain the scope of management.

Management includes the following aspects

1. Subject matter of management: It consists of various management functions such as planning, organizing, staffing, directing and controlling.
2. Functional areas of management: It consists of the following functional areas,

(i) Financial management: It includes cost control, budgetary control, standard costing etc.

(ii) Personnel management: It includes aspects such as recruitment, training, transfers, promotions, retirement, industrial relations, social security etc.

(iii) Purchasing management: It consists of purchasing of raw materials, maintaining of records, materials control, issuing relations, social security etc.

(iv) Production management: It deals with aspects such as production planning, quality control, social security etc.

(v) Marketing management: It includes marketing of goods and services, price determination, market research, sales promotion, advertisement, publicity etc.

(vi) Office management: It is concerned with office layout, staffing, equipment of office etc.

(vii) Maintenance management: It relates to the proper care and maintenance of the building, plant and machinery etc.

(viii) Transport management: It includes packing, warehousing, transportation by rail, road, air etc.

3. Management is an interdisciplinary approach: For the correct and effective application of the principles of management, a study of various

other subjects such as economics, sociology, mathematics, psychology, behavioral science etc is essential.

4. Principles of management are of universal application.

5. Management also includes scientific methods, human relations and quantitative techniques.

3. Explain the significance of management

1. Management plays a vital role in modern society. It regulates man's production.

2. *Drucker* observes that without the leadership provided by management, the resources of production remain mere resources and never become production.

3. The well being of society is largely dependent upon the quality of management.

4. By making the factors of production perform better, management enables society to get a better and increased supply of goods and by this, it promotes the welfare of society.

5. *Urwick and Brech* have rightly observed that no ideology, no "ism" or political theory can win a greater output with less effort from a given complex of human and material resources.

6. And it is on such greater output that a higher standard of life, more amenities for all must necessarily be founded.

4. What are the features of management?

Organized activities: Management is a process of organized activities. Without organized activities, two groups of people cannot be involved in working towards a common objective management comes into existence. The organized activities may take a variety of forms ranging from a tightly-

structured organization to a very loosely-knit organization. It can be a company like Tata Iron Company or a local social club.

Existence of objectives: An objective or set of objectives should exist towards which the organized group activities are directed. Without objectives, it becomes difficult to define the direction where organized group activities would lead to. This realization of objectives is sought through the co-ordination efforts of the people constituting an organization.

Relationship among resources: Organized activities meant to achieve common goals are brought about to establish certain relationships among the available resources. Resources include money, machine, materials, and people. All these resources are made available to those who manage. They apply knowledge, experience and principles for getting the desired results. Thus, management of human resources in turn utilizes other resources.

Working with and through people: Management involves working with people and getting organized objectives achieved through them. The idea of working through people is interpreted in terms of assigning activities to subordinates. The superior-subordinate relationships are created because of organized activities.

Decision-making: Management process involves decision making at various levels for getting things done by others. Decision making basically involves selecting the most appropriate alternative out of the several. If there is only one alternative, the question of decision-making does not arise. The quality of alternative which a manager selects determines the organization's performance and the degree to which the right decisions are made by managers.

5. Can we consider management as a profession?

Management is regarded as a profession, although it does not possess all the features of a profession. All groups are not professions because

some of them lack certain characteristics of a profession. The various characteristics are as follows:

Ethical codes:

For every profession, some ethical standards are provided and every individual of the profession is expected to maintain conformity with these standards. The need for ethical codes arises because of the fact that occupations whose practitioners have a degree of power by virtue of their expertise and this power can be costly to the society.

Service motive:

While ethical code prevents the behavioral pattern for professionals, service motive concept suggests that professionals should keep social interest in their mind while charging fees for their professional service. It is essential because the monetary value of professional service cannot be measured easily in the absence of market mechanisms except the competition among the professionals themselves.

6. What is the role of management principles?

The principles of management have a tremendous impact upon the management. The role of principles is explained as follows:

To increase efficiency

The established principles of management provide managers guidelines as to how they should work in different situations. These principles increase managerial efficiency.

To crystallize the nature of management

Lack of understanding of management principles makes it difficult to analyze the management job and to define the exact scope of managerial functions. Thus, individuals cannot train and educate future managers.

To carry researches

If in any subject, certain fundamental principles are developed and the scope and limitations are defined, these become the basis for researches. In the absence of these principles, researches become difficult and future horizons of knowledge cannot be expanded.

To attain social objectives

Management itself is part of the society and it takes the inputs from the society and gives the output to the society. Thus, the standard of the society depends upon the quality of the management. If the management is efficient, the resources of the society are better utilized, thereby deriving more satisfaction to the society and improving the quality of life of people. In this context, management principles play an important role.

7. Compare effectiveness with efficiency?

“Organizational effectiveness is the degree to which operative goals have been attained while the concept of efficiency represents the cost/benefit rate incurred in the pursuit of these goals.” Thus, effectiveness is related to goal which is externally focused. Efficiency is used in engineering way. It refers to the relationship between input and output. This denotes how much input has been used to produce a certain amount of output. It is not necessary that both go together always, for example Barnard says that “when unsought consequences are trivial or insignificant effective action is efficient, when unsought consequences are not trivial, effective action may be inefficient”. There must be three types of situations:

- (i) An organization may be efficient but may not be effective.
- (ii) An organization may be effective but may not be efficient.
- (iii) An organization may be both efficient and effective.

8. Bring out the contribution of Henry Fayol towards administration management.

Henry Fayol is the real father of modern operations management theory. So, the French industrialist Henry Fayol and his contributions are generally termed as Operational management or administrative management. Fayol's wrote a book titled "administration industrially at generate" in French language, in 1916. However the book was not translated until 1929. Its English version was published in 1949 in the USA. Therefore, in the early period Fayol's contribution could not make much impact on the development of management thought.

Fayol looked at the problems of managing an organization from top management point of view. He has used the term "administration" instead of 'management' emplacing that there is unity of science administration.

Fayol founded that activities of an industrial organization could be divided into six groups:

1. Technical
2. Commercial
3. Financial
4. Security
5. Accounting
6. Managerial

9. Give a brief contribution of Taylor to scientific management.

The concept of scientific management was introduced by Frederick Winslow Taylor in USA in the beginning of 29th century. This concept was further carried on by *Frank and Lillian Gilbreth, Henry Gantt, George Berth, Edward Felon* etc. Scientific management was concerned essentially with

improving the operational efficiency at the shop-floor level. Taylor has defined scientific management as follows,

“Scientific management is concerned with knowing exactly what you want men to do and then see in that they do it the best and cheapest way”.

Since Taylor has put the emphasis on solving managerial problems in a scientific way, often he is called a ‘father of scientific management’ and his contribution is the principles of scientific management.

10. Compare the contribution of Taylor and Fayol.

Basis of difference	Taylor	Fayol
1. Perspective	shop-floor level	higher management level
2. Focus	efficiency through Work simplification And standardization	overall efficiency by observing certain principles
3. Orientation	production and Engineering	managerial functions
4. Results	scientific observation and measurement	personnel experiments translated into universal truths.
5. Overall Contribution	basis for accomplishment	systematic theory of management

On the production line.

11. Distinguish between administration & management

Basis of difference	administration	management
1. Level in Organization	Top level	middle and lower
2. Major focus objective	policy formulation And objective determination	policy execution for achievement
3. Nature of Functions	Determinative	executive
4. Scope of Functions	Broad and conceptual	narrow operational
5. Factors affecting decisions	mostly external	mostly internal
6. Employer employee Relation	Entrepreneurs and owners	Employees
7. Qualities Required	Administrative	Technical