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| **University of Djillali Bounaama**  Subject:management concepts and organizationl behavior  Level: 3M  Teacher in Charge: Meddah Soulef |

#### Lesson Structure:

* 1. Introduction
  2. Definition of Management
  3. Characteristics of Management
  4. Nature of Management
  5. Management Vs. Administration
  6. Managerial Skills
  7. Significance of Management
  8. Summary
  9. *INTRODUCTION*

A business develops in course of time with complexities. With increasing complexities managing the business has become a difficult task. The need of existence of management has increased tremendously. Management is essential not only for business concerns but also for banks, schools, colleges, hospitals, hotels, religious bodies, charitable trusts etc. Every business unit has some objectives of its own. These objectives can be achieved with the coordinated efforts of several personnels.

Management is a vital aspect of the economic life of man, which is an organised group activity. It is considered as the indispensable institution in the modern social organization marked by scientific thought and technological innovations. One or the other form of management is essential wherever human efforts are to be undertaken collectively to satisfy wants through some productive activity, occupation or profession.

* 1. *DEFINITION OF MANAGEMENT*

Although management as a discipline is more than 80 years old, there is no common agreement among its experts and practitioners about its precise definition. Many management experts have tried to define management. But, no definition of management has been universally accepted. Let us discuss some of the leading definitions of management:

Peter F. Drucker defines, "management is an organ; organs can be described and defined only through their functions".

According to Terry, "Management is not people; it is an activity like walking, reading, swimming or running. People who perform Management can be designated as members, members of Management or executive leaders."Ralph C. Davis has defined Management as, " is the function of executive leadership anywhere."

* 1. *CHARACTERISTICS OF MANAGEMENT*

Management is a distinct activity having the following salient features:

* + 1. **Economic Resource :** Efficient management is the most critical input in the success of any organized group activity as it is the force which assembles and integrates other factors of production, namely, labour, capital and materials. Inputs of labour, capital and materials do not by themselves ensure production, they require the catalyst of management to produce goods and services required by the society.
    2. **Goal Oriented :** Management is a purposeful activity. It coordinates the efforts of workers to achieve the goals of the organization. The success of management is measured by the extent to which the organizational goals are achieved. It is imperative that the organizational goals must be well-defined and properly understood by the management at various levels.
    3. **Distinct Process :** Management is a distinct process consisting of such functions as planning, organizing, staffing, directing and controlling. These functions are so interwoven that it is not possible to lay down exactly the sequence of various functions or their relative significance.
    4. **Integrative Force :** The essence of management is integration of human and other resources to achieve the desired objectives. All these resources are made available to those who manage. Managers apply knowledge, experience and management principles for getting the results from the workers by the use of non-human resources.
    5. **System of Authority** :Management as a team of managers represents a system of authority, a hierarchy of command and control. Managers at different levels possess varying degree of authority. Generally, as we move down in themanagerial hierarchy, the degree of authority gets gradually reduced. Authority enables the managers to perform their functions effectively.
    6. **Multi-disciplinary Subject :** Management has grown as a field of study (i.e. discipline) taking the help of so many other disciplines such as engineering, anthropology, sociology and psychology. Much of the management literature is the result of the association of these disciplines.
    7. **Universal Application :** Management is universal in character. The principles and techniques of management are equally applicable in the fields of business, education, military, government and hospital.
  1. *NATURE OF MANAGEMENT*

The nature of management as a science, as art and as a profession is discussed below :

**Management as a Science :** Development of management as a science is of recent origin, even though its practice is ages old. Fredrick W. Taylor was the first manager-theorist who made significant contributions to the development of management as a science. He used the scientific methods of analysis, observation and experimentation in the management of production function.

**Management as an art :** a manager uses the knowledge of management theory while performing his managerial functions. Management as a body of knowledge and a discipline is a science; its application to the solution of organizational problems is an art. The practice of management is firmly grounded in an identifiable body of concepts, theories and principles. A manager who manages without possessing the knowledge of management creates chaos and jeopardizes the well-being of his organization.

**Management as a Profession:** Management is a profession in the sense that there is a systematized body of management, and it is distinct, identifiable discipline. It has also developed a vast number of tools and techniques. It is also a profession in the sense that formalized methods of training is available to those who desire to be managers.

* 1. *MANAGEMENT VS. ADMINISTRATION*

1. Administration is concerned with the determination of policies and management with the implementation of policies. Thus, administration is a higher level function.

2. Management is a generic term and includes administration.

3.There is no distinction between the terms management and administration and they are used interchangeably.

* 1. *MANAGERIAL SKILLS*

A skill is an individual's ability to translate knowledge into action. Hence, it is manifested in an individual's performance. A manager should possess three major skills. These are conceptual skill, human relations skill and technical skill. Conceptual skill deals with ideas, technical skill with things and human skill with people.

**Table : Skill-mix of different management levels**

Top Management Conceptual Skills

Middle Management Human Relations Skills

Low Management Technical Skills

* 1. *SIGNIFICANCE OF MANAGEMENT*

The following points further highlight the significance of management :

1. **Achievements of group goals :** Management creates team work and team spirit in an organization by developing a sound organization structure.

**2-Efficient and smooth running of business :** Management ensures efficient and smooth running of business, through better planning, sound organization and effective control of the various factors of production.

**3- Higher profits :** Profits can be enhanced in any enterprise either by increasing the sales revenue or reducing costs. To increase the sales revenue is beyond the control of an enterprise. Management by decreasing costs increases its profits and thus provides opportunities for future growth and development.

**4-Provide innovation :** Management gives new ideas, imagination and visions to an enterprise

**5-Social benefits :** Management is useful not only to the business firms but to the society as a whole. It improves the standard of living of the people through higher production and more efficient use of scarce resources. By establishing cordial relations between different social groups, management promotes peace and prosperity in society.

*SUMMARY*

Management is the force that unifies various resources and is the process of bringing them together and coordinating them to help accomplish organization goal. Management is both, a science as well as art. It is an inexact science. However, its principles as distinguished from practice are of universal application. Management does not yet completely fulfill all the criteria of a profession. There are three levels of management - top, middle and lower. Managers at different levels of the organization require and use different types of skills. Lower level managers require and use a greater degree of technical skill than high level managers, while higher level managers require and use a greater degree of conceptual skill. Human skills are important at all managerial levels.