

INFS 212

Principles of Management

Session 1 – Overview of Management

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UNIVERSITY OF GHANA

College of Education

School of Continuing and Distance Education

2014/2015 – 2016/2017

Session Overview



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Session Overview

We are all managers of our own lives and the practice of management is found in every facet of human activity: schools, businesses, churches, government, unions, armed forces and families. As individuals or families we manage our own affairs in one way or another. We are all involved in managing ourselves, our economic and social activities. Whenever we have a goal to achieve we have to manage within our limited resources to achieve our goal. While managing an organisation is more complex than managing our own affairs the two rely on the same basic management principles. Session One provides an overview of management and lays the foundation for the sessions which follow.

Session Objectives

Objectives

After completing this Session the student should be able to:

- Define and explain what management is
- Explain the key terms that are common to definitions of management
- Distinguish between functional and general managers
- Distinguish between *management* and *administration*
- Summarise the framework of management

Session Outline

The key topics to be covered in the session are as follows:

1. Topic One: Defining and Explaining Management
2. Topic Two: Classifying Managers
3. Topic Three: Management and Administration
4. Topic Four: The Framework of Management



Reading List

1. Robbins, S.P. & DeCenzo D.A. (2008) *Fundamentals of Management: Essential concepts and applications*, (Sixth Edition), Pearson, Prentice Hall: Upper Saddle River, NJ.
2. Chandan JS (2002). *Management: Concepts and Strategies*. New Delhi, Vikas Publishing House, PVT Ltd (Read Chapter 1, pages 3-20).
3. Smith, M. (2007) *Fundamentals of Management*, McGraw-Hill: New York.

Topic One

DEFINING AND EXPLAINING MANAGEMENT



Defining and Explaining Management

The meaning of management has been expressed in different ways. Because it is extensive, different authors have viewed management from different perspectives and a comprehensive definition of it involves some difficulties. To provide a background to the meaning of management, it is important that we consider a few definitions given by various authors.



Defining and Explaining Management con't

Some definitions of management

- **Parker Follet:** “Management is the art of getting things done through people.”
- **Appley (1981):** “Management is the accomplishment of results through the efforts of other people.”
- **Hill and McShane (2008)** define management as “the art of getting things done through people in organisations”.

Defining and Explaining Management con't

More definitions of management

Terry (1994): “Management is a distinct process, consisting of planning, organising, directing and controlling performed to determine and accomplish **objectives** by the use of people and other **resources**.”

Robbins (2003): “The term management refers to the process of getting things done **effectively** and **efficiently**, through people.”

Kreitner's (2000): “Management is the process of working with and through others to achieve **organisational objectives** in a changing environment.”

Defining and Explaining Management con't

More definitions

Rue & Byers (2003): Management is the process of deciding how best to use business **resources** to produce goods and provide services.

Griffen (2000) points out that: Management is a set of activities (including planning and decision making, leading, and controlling) directed at **organisational resources** (human, financial, physical and information) with the aim of achieving organisational **goals** in an **efficient** and **effective** manner.

Defining and Explaining Management Con't.

The last definition

Daft and Marcic (1998): Management is the attainment of organisational **goals** in an effective and **efficient** manner through planning, organising, leading and controlling organisational **resources**.

Defining and Explaining Management con't .

Authorities in the field agree that no definition of management is able to contain its meaning singularly. However certain features of management emerge from these definitions when examined together. These include:

- Management is an effort to seek organisational goals.
- Management involves achieving these goals through people and other resources.

Defining and Explaining Management con't .

- The job of management is performed through people.
- Management is the process whereby managers perform the functions of planning, organising, directing and controlling to achieve stated goals.
- Consideration of an objective, either specifically stated or implied is a requisite of management.



Defining and Explaining Management con't

- It seeks to maximise the use of resource in relation to the desired results.
- It is universal in character. Its principles are equally applicable in all fields: business, industry, education and government.
- Management is a unifying force. It integrates human and other resources to achieve desired objectives.

Defining and Explaining Management con't

- The features we have outlined resolve to the statement *that*: management concerns **determining objectives** and achieving them with a **group of people and other resources** through the process of **planning, organising, directing** and **controlling**.
- Examining the definitions further, it is reasonable to state that management concerns:
 - the achievement of something specific.
 - Also the success of management is considered the extent to which predetermined objectives are achieved.

Defining and Explaining Management con't

Key terms in the definitions of management

GOALS

OBJECTIVES

RESOURCES

EFFECTIVENESS

EFFICIENCY

Defining And Explaining Management con't

□ Goals



Goals are desired outcome for individuals, groups or entire organisations.

A profit-oriented business, for example, might have a return-on investment goal; a hospital would have goals centred on patient care; an educational institution would establish goals for teaching, research and community service.

Defining and Explaining Management con't

❑ Objectives

These are the specific things you need to do to achieve your goal.



Defining and Explaining Management con't

□ Resources

- Human resources
- Non human resources

Defining and Explaining Management con't

□ Resources

- Human resources

Human resources include managerial talent and labour. The human resource of an organisation consists of its employees described in terms of their training, experience, judgment, intelligence, relationships and insight. Together these are known as the organisation's human capital resources.



Defining and Explaining Management con't

Non-human resources

Financial, Physical and Information.



Defining and Explaining Management con't

□ Effectiveness:

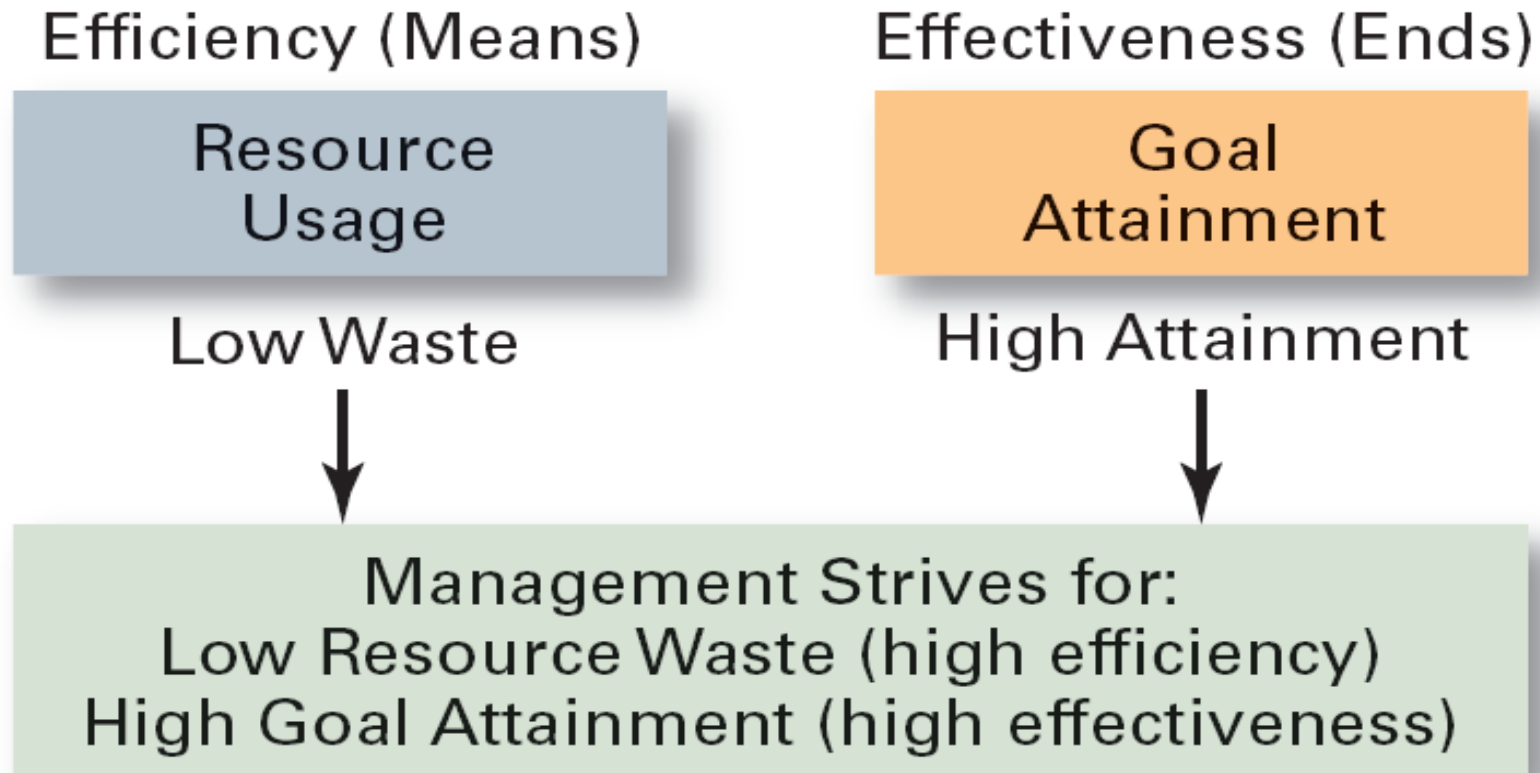
- The achievement of the organisation's goals.
- Choosing appropriate goals and achieving them.
- Doing the **“right things”** to help the organisation attain its goals.

□ Efficiency:

Doing **“things right.”** It is an input-output relationship.



Defining and Explaining Management con't



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Topic Two

CLASSIFYING MANAGERS

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Classifying Managers

Managers are classified according to:

1. The duties they perform in the organisation
2. The level they occupy in the organisational hierarchy

Functional Managers vs. General Managers

Functional Manager: is responsible for just one organizational activity



General Manager: is responsible for several organizational activities

Classifying Managers

- ❑ Functional Managers
- ❑ General Managers

Classifying Managers

□ Functional Managers

Functional managers supervise the work of employees who perform **specialised** duties such as accounting, engineering, marketing, human resource and information systems.

FUNCTIONAL STRUCTURE

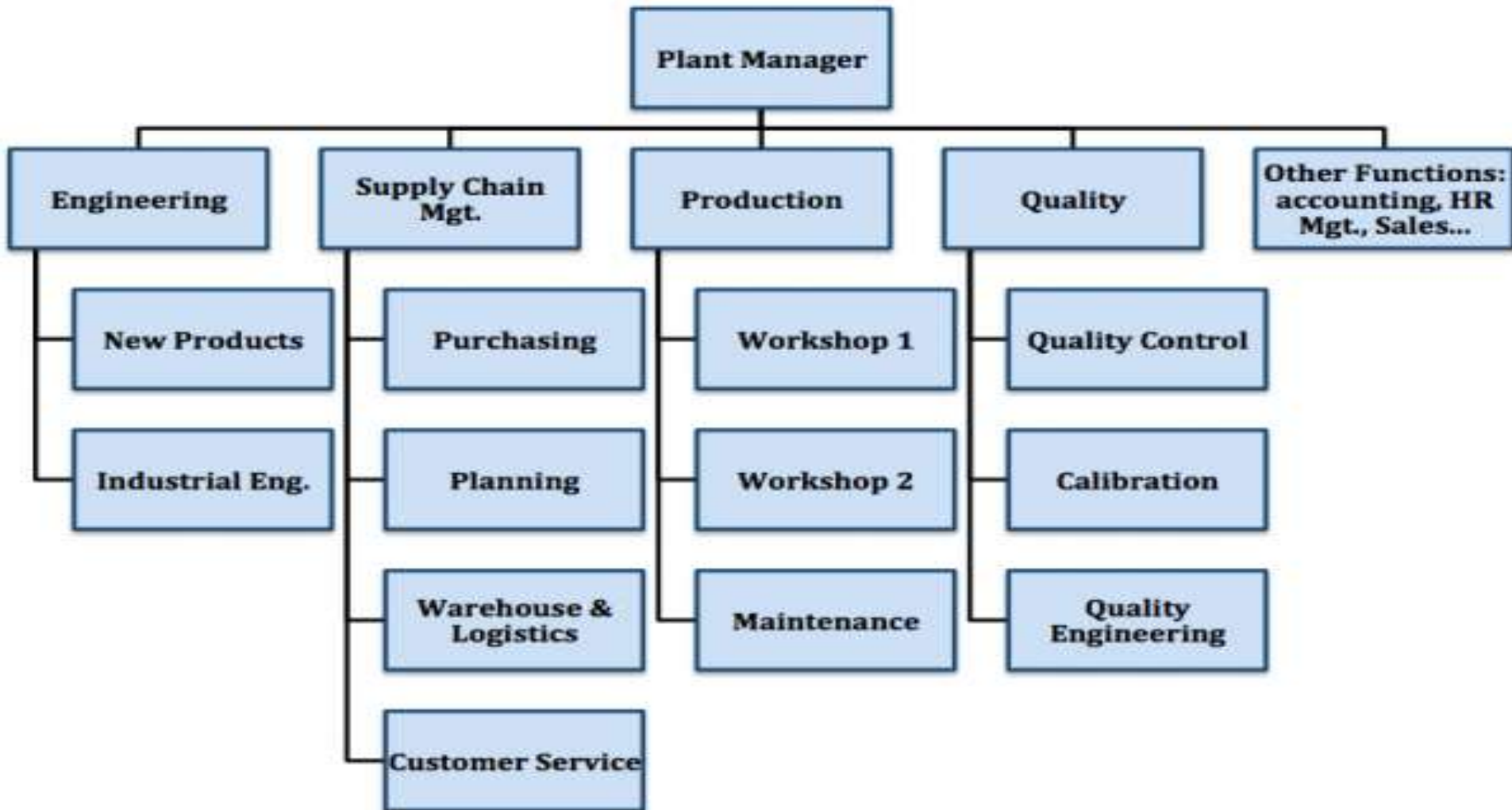


Classifying Managers

□ General Managers

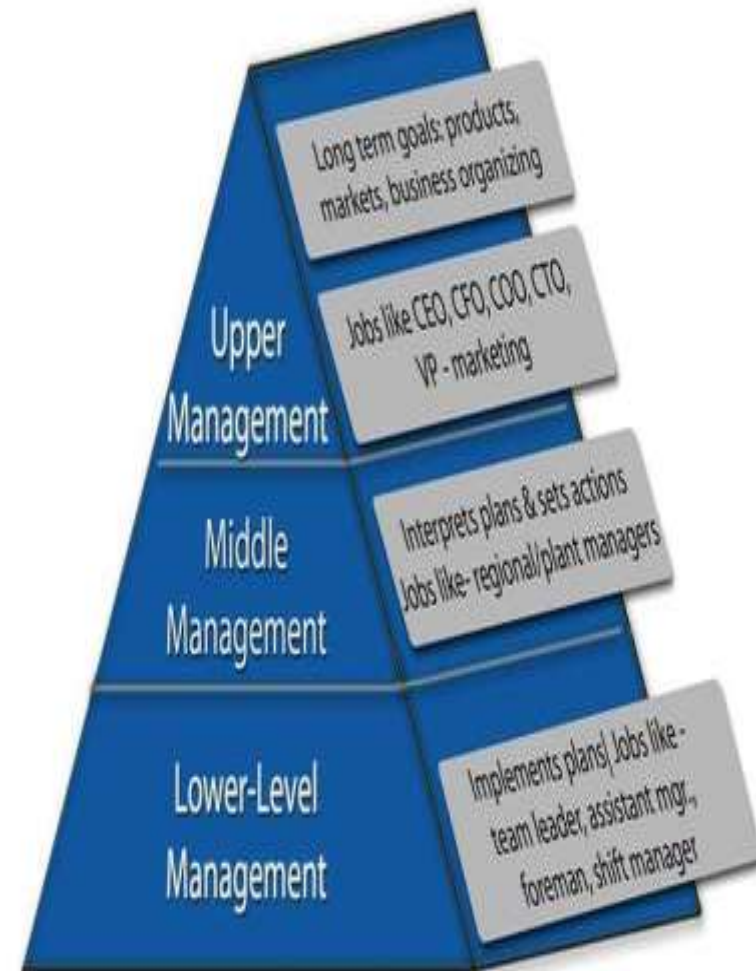
They are responsible for the work of several different groups that perform a variety of functions. They supervise the overall operations of a more complex unit such as a company or a division.

Classifying Managers



Classifying Managers con't

- ❑ Top level managers
- ❑ Middle level managers
- ❑ Lower level managers



Classifying Managers con't

□ Top-Level Managers.

What they basically do in organisations:

- Make major decisions affecting the present and the future state of the organisation.
- Give the organisation its general direction.

Classifying Managers con't

Typical titles of top managers

Chief Operating Officer (COO)

Chief Executive Officer (CEO)

Managing Director, (MD)

Chairman

Executive Director

- Represent their organisations in community affairs
- Represent their organisations in business deals and government negotiations.
- Spend most of their time talking with other top managers in the company, people outside the company, and to a lesser extent, middle managers and other subordinates.

Classifying Managers con't

□ Middle-level managers

- Intermediaries between Top and Lower Management

First-Level Managers

- These are managers who supervise people who do the organisation's production work.

Classifying Managers con't

□ Lower level managers

Also known as supervisory or operative level managers.

They consists of:

- Supervisors
- Foremen
- Section officer
- Superintendent etc.

Topic Three

MANAGEMENT AND ADMINISTRATION



Management and Administration

Is there any distinction between Management and Administration?

The words administration and management are often confused with each other.

Oliver Sheldon has summarised the distinction as follows:

Management and Administration con't

Administration is the main function in industry concerned with:

- The determination of the corporate policy,
- The coordinating of finance, production, and distribution,
- The setting of the compass of the organisation, and
- The ultimate control of the executive.

Management and Administration con't

- Management proper is the function in an industry concerned with the execution of policy within the limits set up by the administration and the employment of the organisation for the particular objects set before it”.

Management and Administration con't

- According to this definition, the word administration is used to refer to the functions of determining the policies of corporation whereas the word management is used for the function of executing the policies so determined.
- Accordingly, administration would seem to be a higher level conceptual function while management is more executive in nature to implement and carry out policies evolved by administration.

Management and Administration con't

- For instance, in the corporate sector, the Board of Directors is empowered to establish the overall direction of an organisation (as administrators), while the officers of the company, (from upper to lower management) are the managers.



Topic Four

MANAGEMENT FRAMEWORK

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The Management Framework

- Summing up the management framework

MANAGER

He performs the following functions

1. Planning
2. Organising
3. Staffing
4. Directing

To achieve his goals he utilizes resources such as

1. Human
2. Physical
3. Financial

He applies the following techniques to monitor performance by

1. Setting standards
2. Performing appraisals
3. Instituting control

He coordinates human and non human resources by performing functions like

1. Communications
2. Leadership
3. Motivation and resolving
4. Conflicts

Summary

In this session you learned that

- Management is the process of using organisational resources to achieve specific objectives through the functions of **planning, organising, directing** and **controlling**. Managers get things done through other people in an efficient and effective manner so as to attain organisational goals.
- Managers achieve their objectives by arranging for others to do things, not by performing all the tasks themselves.
- Managers use resources to achieve goals. Resources are categorised into four types: **Human , Financial, Physical and Informational.**

Summary con't

- **Effectiveness** is achieved when an organisation pursues **appropriate goals**. **Efficiency** is achieved by using fewer inputs to generate a given output.
- Managers are classified according to their area of specialized activity; **functional** or **general**, and also by their positions in their organisational hierarchy: **top**; **middle**; and **lower** levels.

Sample Questions for Considerations

1. How useful is the distinction between management and administration?
2. Discuss the relationships among the ingredients which sum up the management framework.
3. Discuss the difference between efficiency and effectiveness and identify real organisations that you think are, or are not efficient .
4. In what ways can managers at each of the three levels of management contribute to organisational efficiency and effectiveness.

References

1. Robbins, S.P. & DeCenzo D.A. (2008) *Fundamentals of Management: Essential concepts and applications*, (Sixth Edition), Pearson, Prentice Hall: Upper Saddle River, NJ. **(Read chapter 1, Pages 2-15).**
2. Chandan JS (2002). *Management: Concepts and Strategies*. New Delhi, Vikas Publishing House, PVT Ltd **(Read Chapter 1, pages 3-23).**