FUNDAMENTALS OF MANAGEMENT

Let us take the example of a housewife. She is the person who manages all the household work. She decides upon a number of things like – how to decorate the house in terms of furniture, curtains, bed sheets, sofa covers, crockery, cooking utensils etc.; what type of food is to be served to family members, what shall be the timing of breakfast, lunch, dinner, etc.; and then arranges the requisite materials to prepare the food, hires a maid/servant to assist household work on a part time or full time basis and looks after many other such work. She not only decides all these but ensures that all this work is carried out properly. For this purpose she does some work herself and may distribute certain work among the family members so that work is carried on smoothly. For example, she may assign the task of dropping the children to the school to her husband, the task of clearing the bed to the eldest child, the task of cleaning utensils to the part time maid and so on. Every housewife does all this work in her own way depending upon her understanding, interest and commitment and so also the resources available.

Similarly, take the case of a school teacher who is given the task of taking school children on a picnic. The teacher also decides upon a number of things like – where to go, when to go, how many students and other teacher shall go, how much money is required where to get such money, by what time students must come back, how to collect them from home and drop them and so on. Then he also assigns duties to other persons assisting him in the exercise. For example, he may assign the task to other for arranging a bus for conveyance, collecting money from students, make a group of students to arrange for food and its distribution, and so on. Again, every school teacher if assigned a similar exercise may handle it in his own way depending upon the capability and interest of the teacher as well as a number of other factors.

Let us take another example. There may be many grocery shops in your locality. Consider any two such shops owned by individuals as sole-proprietors. Both of them do a number of activities like procuring goods from manufacturers / wholesalers and selling them to consumers, maintaining records of transactions, paying taxes, supervising the staff, and making efforts to improve sales, etc. However, how they handle all these jobs depends upon their capabilities and factors like the location of their store, the assistants they have and so on.

Business Studies
On analysing the above examples we find one thing common among the housewife, the school teacher as well as the grocery owner i.e., they are all involved in managing an important activity namely the household, the school picnic and the business respectively. Thus, we find management everywhere, every housewife manages her household work, every professional manages his tasks and every businessman manages his business. In this lesson we shall learn about the concept of management in the context of managing a business, and its characteristics, nature, importance, functions and the general principles guiding managerial actions in the management process.

**Objectives**

After studying this lesson, you will be able to:

- explain the concept management;
- identify the characteristics of management;
- explain the importance of management;
- describe management as an activity, as a process, as a profession and as a discipline;
- identify the various levels of management;
- describe the functions of management; and
- explain the principles of management.

**10.1 Meaning of Management**

Consider a business enterprise, it may be an industry or it may be a trading concern. In both the cases, to start and run the business some amount of money is needed, some materials, few machines and some men are required, and some processes are involved. All these are considered the inputs for a business that result in output in terms of products or services. However, with same amount of money, raw materials, machines and men, and following the same processes, the output may not be same in all cases. For example, with same amount of money, men, machines and materials, if you and Ramesh start a similar business independently, the result may not be the same for both of you. You may do well whereas Ramesh may not. But this is because the inputs do not become output by themselves. Various activities are required and these need to be properly directed, coordinated and integrated so that the inputs produce good results. This process of using various resources (inputs) to produce some results (outputs) is known as management, and the degree of success varies according to the efficiency with which the resources are managed. Thus, management refers to the process of using men, money, machines, material and processes through proper direction, coordination and integration of several activities so as to produce desired results and attain predetermined goals. In other words, management consists of a series of activities classified into various functions like planning, organising, staffing, directing and controlling.
10.2 CHARACTERISTICS OF MANAGEMENT

The various characteristics of management are:

(a) **Management is universal:** It means that management is required for every type of organisation. It may be a business organisation or social or political. It may be a small firm or a large one. Management is required by a school or a college or university or a hospital or a big firm like Reliance Industries Limited or a small variety store in your locality. Thus, it is a universal phenomenon and is common and essential element in all organisations.

(b) **Management is goal directed:** Every organisation is created to achieve certain goals. For example, for a business firm it may be to make maximum profit and/or to provide quality products and services. Management of an organisation is always aimed at achievement of the organisational goals. Success of management is determined by the extent to which these goals are achieved.

(c) **Management is a continuous process:** Management is an ongoing process. It continues as long as the organisation exists. No activity can take place without management. To perform all activities like production, sale, storage, operation etc. management is required. So, as long as these activities continue the process of management also continues to operate.

(d) **Management is an integrating process:** All the functions, activities, processes and operations are intermixed among themselves. It is the task of management to bring them together and proceed in a coordinated manner to achieve desired result. In fact, without integration of men, machine and material and coordination of individual efforts to contribute successfully as a team, it will be difficult to achieve organisational goals.

(e) **Management is intangible:** Management is not a place like a graphic showing Board meeting or a graphic showing a school Principal at her office desk which can be seen. It is an unseen force and you can feel its presence in the form of rules, regulation, output, work climate, etc.

(f) **Management is multi-disciplinary:** Management of an organisation requires wide knowledge about various disciplines as it covers handling of man, machine, material and looking after production, distribution, accounting and many other functions. Thus, we find the principles and techniques of management are mostly drawn from almost all fields of study like – Engineering, Economics, Sociology, Psychology, Anthropology, Mathematics, Statistics etc.

(g) **Management is a social process:** The most important aspect of management is handling people organised in work groups. This involves developing and motivating people at work and taking care of their satisfaction as social beings. All managerial actions are primarily concerned with relations between people and so it is treated as a social process.

(h) **Management is situational:** The success of management depends on, and varies from, situation to situation. There is no best way of managing. The techniques and principles of management are relative, and do not hold good for all situations to come.
10.3 Importance of Management

The existence and success of any organisation largely depends on the kind of management it has. No amount of quality resources is going to help unless they are put to productive use by efficient management. It is because of this reason that management is studied as a subject in almost every discipline of study. In today’s scenario with globalisation, job specialisation, changing technologies, new responsibilities of business, consumerism, competition and emphasis on research and development, the role of management has grown multifold. Its importance is reflected in the positive result that the organisation can get in respect of the following.

(a) Attainment of Goals

Every organisation has a goal to achieve and each employee in the organisation also has his own goals that he wants to achieve. Even at operational level each department, each unit or even each group has a goal that it wants to achieve. It is only through proper management – by well thought of planning, good direction and proper coordination and control that effectiveness to the efforts of each group to achieve given goals can be ensured.

(b) Stability and Growth

Management strives to utilise the available resources of the organisation effectively and efficiently. It controls the activities and operations, integrates the functions, motivates the employees, maintains the health of the organisation in the ever changing environment. It thus, ensures stability to the working of the organisation and contributes to its growth.

(c) Change and Development

Management keeps itself in touch with the changes in the environment and foresees development in the future. Accordingly, plans are made to keep the organisation ready to meet the challenges. The technologies, operations, process as human factors are developed on a continuous basis keeping an eye on the future.

(d) Efficiency and Effectiveness

By proper planning, staffing, organising, coordinating, directing, and its controlling activities, the management helps in achieving efficiency and effectiveness to human efforts and operations.

InText Questions 10A

1. Define the term ‘Management’ in your own words.

2. Complete the following incomplete words by taking clues from the statements given for each. Every blank represents one letter only. First one has been done for you.

(a) Management is U__ __ V __ __S __ L (UNIVERSAL)
(b) Management is __ N __ __ G I __ __ E
(c) Management is S __ __ I __ L process
(d) Management is S __ __ U __ __ O __ A L
(e) Management is a __ O __ T I __ __ O __ S process

Clues:
(a) It is required for every type of organisation.
(b) It is an unseen force.
(c) It deals with people organised in groups.
(d) There is no best way of managing, so it varies.
(e) It is an ongoing process.

10.4 Nature of Management

The nature of management can be better appreciated by looking at it

• as a process
• as a discipline
• as a group of individuals
• as a profession, and
• as a science as well as an art.

(a) Management as a Process

Management consists of a series of inter-related activities of planning, organising and controlling. All activities are undertaken in a proper sequence with a systematic approach so as to ensure that all actions are directed towards achievement of common goals. Thus, it is regarded as a process of organising and employing resources to accomplish the predetermined objectives.

(b) Management as a Discipline

Management is a systematised body of knowledge that has developed, grown and evolved over the years through practice and research. The knowledge so cumulated is disseminated to successive generations of managers and used by them in performing their jobs. Thus, it has become a separate field of study with its own principles and practices and thus, evolved as an independent discipline with its own techniques and approaches.

(c) Management as a Group

Management normally refers to a group of managers working in an organisation. It includes the top executive as well as the first line supervisors. These managers perform their functions jointly as a group. The success of business does not depend on the efficiency of one, but of all managers taken together. Managers work as a team so that objectives of the business are fully achieved. However, in every organisation there are certain levels of management
with varying degree of the nature of authority and responsibilities. You will learn about these later in this lesson.

**d) Management as a Science as well as an Art**

Management is regarded as a science as well as an art. Science refers to a systematic body of knowledge with reference to understanding of some phenomenon or subject or object of study. It establishes a cause and effect relationship between variables. It is based on systematic explanation, experimental analysis, critical evaluation and logical consistency. In science we learn the ‘why’ of a phenomenon. For example, two molecules/atoms of hydrogen and one molecule/atom of oxygen makes water ($H_2O$). Similarly we can say earth moves round the sun. Any subject of study to be called a science should have the following characteristics:

(i) There must be a systematised body of knowledge that includes concepts, people and theories.
(ii) We should be able to establish a cause and effect relationship.
(iii) Its principles should be verifiable.
(iv) Its should ensure predictable results.
(v) It should have universal application.

Management as a subject of study fulfils almost all the above characteristics. Theories and techniques like scientific management, PERT and CPM, break even analysis, budgeting etc. are all scientific in nature. However, since it deals with human beings, we cannot predict a definite cause - effect relationships. Hence management is not treated as a pure or full-fledged science.

As for the art, you know that it refers to bringing about the desired result through application of skill. It is a personalised process and states that there is no best way of doing a thing. Thus, it is creative and it improves by practice. In art we learn about the ‘how’ of a phenomenon. For example, take the case of painting. There is nothing called the best way of painting. More one paints, the more he improves and learns how to paint. Now look at management. Here also we apply a lot of skill (like technical, conceptual, human etc.) and it is also creative in nature. Nobody can say that this is the best way of managing. It varies from one manager to another. The more one manages, the more experienced and expert he becomes.

Thus, management is a combination of both science and art.

**e) Management as Profession**

In the first lesson you had learnt that profession is an occupation. To be precise, any occupation that satisfies the following requirements is called a profession.

(i) It must be an organised and systematised body of knowledge. Take for example professions like engineering or chartered accountancy. These require a specialised knowledge.
(ii) There is always a formal method of acquisition of such knowledge. In other words, individuals, to pursue a specific profession, must acquire the specialised knowledge through some formal institutions. For example, you need to get a degree in law or engineering to pursue the profession of a lawyer or engineer.

(iii) There exists an association to devise certain code of conduct for the professionals. This code of conduct lays down norms to be observed by the professionals while doing their job. Violation of the prescribed code can lead to derecognising the professional to practise.

(iv) A profession is no doubt an occupation to earn one’s livelihood but the financial reward is not the main measure of their success. The professional use their specialised knowledge to serve the long-run interests of the society and are also conscious of their social responsibility.

Though management may not meet all the requirements of a profession in strict sense of the term, but it meets most of the above requirements and is, now a days, regarded a full-fledged profession. A number of institutions have come up to teach management in a formal way and train future managers. Various associations like American Management Association in USA, All India Management Association in India have been functioning as representative bodies of managers and have duly devised codes of conduct for managers. Many more organisations have come up in the specialised fields of management.

InText Questions 10B

1. The following statements make the management an art, science or profession. Identify each statement and put their numbers in the box given below.

   (a) There is a systematised body of knowledge that includes concepts, theories and people.

   (b) It is creative in nature

   (c) It should have universal application.

   (d) There is no best way of managing.

   (e) There is always a formal method of acquisition of knowledge.

<table>
<thead>
<tr>
<th>Art</th>
<th>Science</th>
<th>Profession</th>
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2. Match the expression given in Column-I with these given in Column-II.

<table>
<thead>
<tr>
<th>Column - I</th>
<th>Column - II</th>
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</thead>
<tbody>
<tr>
<td>(a) Management as a discipline</td>
<td>(i) Team of managers</td>
</tr>
<tr>
<td>(b) Management as a process</td>
<td>(ii) Code of conduct for professionals</td>
</tr>
<tr>
<td>(c) Management as a group</td>
<td>(iii) Developed and grown through practice and research</td>
</tr>
<tr>
<td>(d) Management as a profession</td>
<td>(iv) Series of inter-related activities</td>
</tr>
</tbody>
</table>

10.5 Levels of Management

As stated earlier, there are certain levels of management with varying degree of authority and responsibilities. Some managers decide about the objectives of the business as a whole; some managers perform functions to achieve these objectives in different departments, like production, sales, etc, and some of the managers are concerned with the supervision of day-to-day activities of workers. Managers performing different types of duties may, thus, be divided into three categories:

- Top-Level Management
- Middle-Level Management
- Lower-Level Management

The following diagram will give you an idea about the functions, positions and relations of different levels of management.
The diagram shows that the top level management includes Board of Directors and the Chief Executive. The chief executive may have the designation of Chairman, Managing Director, President, Executive Director or General Manager. This level determines the objectives of the business as a whole and lays down policies to achieve these objectives (making of policy means providing guidelines for actions and decision). The top management also exercises an overall control over the organisation.

The middle-level management includes heads of various departments, e.g., production, sales, etc., and other departmental managers. Sometimes senior departmental heads are included in the top management team. The objectives of the business as a whole are translated into departmental objectives for the middle level management. The heads of the departments then work out their own strategies so as to achieve these objectives. Middle-level managers are particularly concerned with the activities of their respective departments.

The lower-level management consists of foremen and supervisors who look after the operative workers, and ensure that the work is carried out properly and on time. Thus, they have the primary responsibility for the actual production of goods and services in the organisation.

These three levels of management taken together form the ‘hierarchy of management’. It indicates the ranks and positions of managers in the hierarchy. It shows that the middle-level management is subordinate to the top-level and that the lower-level is subordinate to the middle-level management.

Carefully see the figure shown above once again. You will see that the number of people at each level increases as one moves from top to bottom. Workers including crafts persons, manual labourers, engineers, scientists, etc. form the bulk of the organisation membership. Within the managerial ranks, the number of managers at each level decreases as one moves from lower-level to top-level management. At the top of the organisation, there is usually one person.

10.6 Functions of Management

In every organisation, the managers perform certain basic functions. These are broadly divided into six categories viz., planning, organising, staffing, directing, coordinating and controlling. These are discussed basically hereunder. You will learn about all these functions in detail in the lessons to follow.

(a) Planning

Planning is deciding in advance what is to be done, when it is to be done, how it is to be done. It is basically concerned with the selection of goals to be achieved and determining the effective course of action from among the various alternatives. This involves forecasting, establishing targets, developing the policies and programming and scheduling the action, procedure, etc., Thus, planning requires decisions to be made on what should be done, how it should be done, who will do it, where it will be done, and why it is to be done. The essential part of planning consists of setting goals and programmes of activities.
(b) Organising

After the plans have been drawn, management has to organise the activities, and physical resources of the firm to carry out the selected programmes successfully. It also involves determining the authority and responsibility relationships among functions, departments and personnel at various levels to ensure smooth and effective function together in accomplishing the objective. Thus, the organising function of management is primarily concerned with identifying the tasks involved and grouping them into units and departments, and defining the duties and responsibilities of people in different positions within each department for well coordinated and cooperative effort in the organisation.

(c) Staffing

Staffing is concerned with employing people for the various activities to be performed. The objective of staffing is to ensure that suitable people have been appointed for different positions. It includes the functions of recruitment, training and development, placement and remuneration, and performance appraisal of the employees.

(d) Directing

The directing function of management includes guiding the subordinates, supervising their performance, communicating effectively and motivating them. A manager should be a good leader. He should be able to command and issue instruction without arousing any resentment among the subordinates. He should keep a watch on the performance of his subordinates and help them out whenever they come across any difficulty. The communication system, i.e., exchange of information should take place regularly for building common understanding and clarity. The managers should also understand the needs of subordinates and inspire them to do their best and encourage initiative and creativity.

(e) Controlling

This function of management consists of the steps taken to ensure that the performance of work is in accordance with the plans. It involves establishing performance standards and measuring the actual performance with the standards set. If differences are noticed, corrective steps are taken which may include revision of standards, regulate operations, remove deficiencies and improve performance.

(f) Co-ordinating

Management has to ensure that all the activities contribute to the achievement of the objectives of the business as a whole. This requires integration of activities and synchronisation of efforts. The heads of different departments should not treat each other as competitors but should work as organs of one body. As the proper functioning of every organ of a human body is important for a healthy body, the work of every department is important for the organisation as a whole. Managers should, therefore, see that everybody in the organisation understands its objectives and works in co-operation with others to achieve these objectives. This function of management is called co-ordination. It consists of harmonising group effort so as to achieve common objectives.
1. The following table contains the function, position and different levels of management. Pick one from each column and make a meaningful combination.

<table>
<thead>
<tr>
<th>Levels of Management</th>
<th>Position</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) Top</td>
<td>(a) Departmental heads and managers</td>
<td>(i) Identifying the departmental objectives and guiding lower level towards achievement of objectives.</td>
</tr>
<tr>
<td>(B) Middle</td>
<td>(b) Board of Directors and Chief Executives</td>
<td>(ii) Carrying out the operations and their supervisions.</td>
</tr>
<tr>
<td>(C) Lower</td>
<td>(c) Supervisors and Foreman</td>
<td>(iii) Defining the objectives and formulating the policies.</td>
</tr>
</tbody>
</table>

2. Given one word substitution of the following.
   (a) Deciding in advance about the future course of action.
   (b) Guiding and supervising the subordinates towards the work.
   (c) It confirms that plans are properly carried out.
   (d) It brings harmony in group.
   (e) It ensures that right type of persons are in the right position.

10.7 Concept of Scientific Management

F.W. Taylor, well-known management expert, worked as an apprentice, machinist, foreman and ultimately as the chief engineer of a steel company in U.S.A. Taylor suggested a new approach to management early in the twentieth century. This is known as ‘Scientific Management’. The basic principles developed by Taylor as principles of scientific management were:

1. Development of a true scientific approach to management replacing the old rule of thumb method, which would enable managers, among other things, to determine the best method of performing each task;
2. Scientific selection and placement of workers so that each worker could be assigned the task for which he is best suited;
3. Scientific training and development of workers so as to achieve the highest level of efficiency; and
4. Close co-operation between management and labour to ensure that work is carried out in accordance with the scientific principles which are developed.
A number of techniques like time study, motion study, standardisation of equipment and working conditions, and differential piece rate of wages were also developed to facilitate scientific management.

10.8 General Principles of Management

Scientific management was primarily concerned with increasing the efficiency of individual workers at the shop floor. It did not give adequate attention to role of managers and their functions. However, around the same time Henry Foyal, Director of a coal mining company in France made a systematic analysis of the process of management. He strongly felt that managers should be guided by certain principles, and evolved 14 general principles of management which are still considered important in management. These are:

1. **Division of Work:** This principle suggests that work should be assigned to a person for which he is best suited. Work should be divided into compact jobs to be assigned to individuals. This facilitates specialisation and improves efficiency.

2. **Authority and Responsibility:** Responsibility means the work assigned to any person, and authority means rights that are given to him to manage people and things to ensure performance. In other words, authority should go hand in hand with the responsibility for effective results.

3. **Discipline:** This principle emphasises that subordinates should respect their superiors and obey their orders. On the other hand, superiors’ behaviour should be such that they make subordinates obedient. If such discipline is observed, there will be no problem of industrial disputes.

4. **Unity of Command:** A subordinate should work under the supervision of one superior only from whom he gets instructions and to whom he is accountable. It avoids confusion in authority and instructions.

5. **Unity of Direction:** Each group of activities having the same objective must have one head and one plan of action. Otherwise, there may be wastage, over expenditure and useless rivalry among the managers.

6. **Subordination of Individual Interest to General Interest:** While taking any decision, the collective good and collective interest of the organisation as a whole should be preferred to individual interests. The individual’s interest should be subordinated to the overall interest of the organisation. This ensures welfare of the organisation as well as its individual members.

7. **Remuneration:** Management should try to give fair wages to the employees so as to ensure reasonable satisfaction of workers and productivity for the organisation.

8. **Centralisation:** When a single person controls the affairs of an organisation, it is said to be complete centralisation. In small concerns, a single manager can supervise the work of the subordinates easily, while in a big organisation, control is divided among a
number of persons to facilitate operational decision making at various levels. Fayol’s opinion was that there should be a proper balance between centralisation and delegation of authority in an organisation.

9. **Scalar Chain:** This is the chain of authority relationship from the highest to the lowest ranks. This implies that subordinates report to their immediate supervisors who, in turn, report directly to their own boss. The order of this chain should be maintained when some instructions are to be passed on or enquiries are to be made.

10. **Order:** Placement of men and materials should be properly made. Proper space should be made available where materials can be kept safely. Each man should be provided the work for which he is best suited.

11. **Equity:** This principle requires the managers to be kind and just to workers. This promotes a friendly atmosphere between superiors and subordinates and motivates them to perform their duties efficiently.

12. **Stability of Tenure:** Employees should be provided stability and continuity of their tenure of employment. There should not be frequent termination of employees. This could be achieved through attractive remuneration and honourable treatment of personnel.

13. **Initiative:** This implies encouraging initiative among its personnel to chalking out and execution of a plan to achieve the desired results.

14. **Esprit de Corps:** These French words mean team spirit. Managers should infuse the spirit of team work and cooperation among the employees. It helps in developing an atmosphere of mutual trust and a sense of unity.

Fayol made it clear that these principles can be applied to most organisations, but these are not absolute principles. Organisations are at liberty to adopt those which suit them or to delete a few according to their needs.

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**INTEXT QUESTIONS 10D**

1. What is meant by ‘unity of direction’?

2. From the following identify the general principles of management that each sentences implies.
   (a) A person should receive order from one person only.
   (b) Team spirit should be encouraged.
   (c) Managers should be kind and just to workers.
   (d) Instructions should be passed through a well defined path only.
Management is a significant aspect of our day-to-day life. In a business organisation, management helps in better utilisation of inputs like money, raw materials, machines and men and this help in achieving better outputs.

Management is an intangible, continues goal directed, universal activity. It deals with people, hence called a social process. No best way of managing exists. Management is always situational.

Management helps in achieving goals with efficiency. It ensures both stability and growth keeping in touch with change in the environment.

Management is an art, science as well as profession.

Management can be divided into three levels
- Top level management
- Middle level management
- Lower level management

In every organisation managers perform six important functions
- Planning
- Directing
- Organising
- Controlling
- Staffing
- Coordinating

Henry Fayol has listed fourteen principles of management, There are
- Division of work
- Authority and Responsibility
- Discipline
- Unity of command
- Unity of Direction
- Subordination of individual interest to general interest
- Remuneration
- Centralisation
- Scalar Chain
- Order
- Equity
- Stability of Tenure
- Initiative
- Esprit de Corps

**10.10 KEY TERMS**

<table>
<thead>
<tr>
<th>Controlling</th>
<th>Initiative</th>
<th>Scalar chain</th>
</tr>
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<tbody>
<tr>
<td>Co-ordinating</td>
<td>Organising</td>
<td>Unity of command</td>
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<tr>
<td>Directing</td>
<td>Planning</td>
<td>Unity of direction</td>
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<td>Equity</td>
<td>Staffing</td>
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<tr>
<td>Esprit de corps</td>
<td>Scientific management</td>
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</tr>
</tbody>
</table>
2. List different levels of management.
3. State the meaning of Esprit de Corps.
4. What is meant by subordination of individual interest to general interest?
5. Define the term ‘Equity’ as a principle of management.

**Short Answer Type Questions**

6. Mention the different characteristics of management.
7. Explain the meaning of ‘management as a discipline’.
8. “Planning is looking forward; whereas controlling is looking back”. Explain this statement.
9. Can management be treated as a profession? Give reasons in support of your answer.
10. What is meant by scientific management?

**Long Answer Type Questions**

11. Describe the importance of management.
12. State the various functions of management.
13. State the fourteen principles of management given by Henry Fayol.
14. Explain any three characteristics of management.
15. Explain management as a discipline and as a group.

**10.12 Answers to Intext Questions**

**10A**

2. (b) INTANGIBLE  (d) SITUATIONAL  (c) SOCIAL  (e) CONTINUOUS

**10B**

1. Art: (b), (d)  Science: (a), (c)  Profession: (e)
2. (a) - (iii)  (b) - (iv)  (c) - (i)  (d) - (ii)

**10C**

1. (A) - (b) - (iii)  (B) - (a) - (i)  (C) - (c) - (ii)
2. (a) Planning  (b) Directing  (c) Controlling
   (d) Coordination  (e) Staffing

**10D**

2. (a) Unity of command  (b) Esprit of corps  (c) Discipline
   (d) Equity  (e) Scalar Chain

**Do and Learn**

1. Visit a nearby organisation. Make a list of all the people working there and categorise on the basis of which level of management they belong to.
2. Suppose your mother is the head of your family. List all the activities she does in her daily life. Put these tasks into categories of different functions of management.

ROLE PLAY

Anubhav has just finished his Sr. Secondary Course from NIOS. His father, a businessman is happy that now his son will help him in his business. But, to his displeasure Anubhav does not want to join the business now. He first wants to do BBA (Bachelor of Business Administration) and then join his father in business.

Father : Anubhav, what is the need for BBA degree? Eventually you are going to join my business. Then why waste two precious years in studying for a management degree. I didn’t do any management course still I am doing fine.

Anubhav : Papa, You started this business thirty years ago. Business environment was comparatively stable. By trial and error and after many ups and downs you have reached here. But in today’s world of globalisation, changing technology and communication etc., one must learn to apply management principles. Very soon we may survive but not able to compete.

Father : Means?

Anubhav : In today’s changing world with declining resources, management helps us in achieving our targets more effectively and efficiently.

Father : I have been managing.

Anubhav : But we may not be able to compete effectively. Anubhav explained in details the significance of management to his father.

(Choose a role for yourself and the other for your friend and continue the conversation.)

Chapter at a Glance

10.1 Meaning of Management
10.2 Characteristics of Management
10.3 Importance of Management
10.4 Nature of Management
10.5 Levels of Management
10.6 Functions of Management
10.7 Concept of Scientific Management
10.8 General Principles of Management