

MANAGEMENT- The Universal Process

Dr. Rajnish Kumar
Muzaffarpur, Bihar

Abstract—Management is the process of conducting a set of functions [planning, organising, staffing, directing and controlling] to get the work done in an efficient and effective manner. Management is required in every form of group activity whether it is a family, a club, a government, an army or a business enterprise. The fundamental principles and functions of management are applicable in all areas of organised effort. Managers at all levels perform the same basic functions. The activities involved in managing an enterprise are common to all organisation whether economic, social or political. A petrol pump needs to be manage as much as a hospital or a school. What manager do in India, the USA, Germany or Japan is the same. How they do it may be quite different. This different is due to the difference in culture, tradition and history. This paper tries to explore how management is a universal process and also tries to how management is seriously required where every activity has to perform by a group of persons.

Keywords- Universal; Functions of Management; Co-ordination

I. INTRODUCTION

Man has unlimited wants but very limited capacity to satisfy his various and varied wants. Therefore, he has to seek the help of other individual and work in group. We never like living alone. In order to satisfy this basic need, we formed society and are known as social being. We have got various group such as family, school, mohalla, army, sports teams and business units, where people work together. Every individual is different from other as regards his physical construction, capacity, ability, preferences, social and economic status and attitudes. So it becomes very difficult to extract work from various individually different people together at the same time. It requires effective management to co-ordinate and guide the effort of individuals towards cherished goal. In other words it requires effective planning, organising, staffing, directing and controlling to integrate individuals efforts in the business and channelise it towards achieving the desired objective. In another words a central organ or agency is required to co-ordinate the activity and efforts of various individuals working together in an organisation so that they can work collectively as a team. Such an organ or agency or activity is called management. Management is an art of getting things done through others. This definition of management has become very popular because it is very brief and concise. It stresses that management is basically an art and that a manager directs the efforts of other people rather than performing the task himself. This definition also highlight the attainment of

objective. But this definition suffers from several deficiencies. First, it is simplistic and not sufficiently broad-based as it excludes scientific elements in management. Secondly, it doesn't point out the managerial function involved in getting work done from others. Thirdly, it is silent on the behavioural and participative aspects of managements. Fourthly, it gives an impression that a manger obtains result by treating his subordinates as mere tools. A management is not supposed to get people to perform by hook or crook, by threat or persuasion. Fifthly, it overstress enterprise objectives and overlook the social obligation of management. Lastly this concept doesn't point out that a formal organisation structure is required for management.

Kootz and O'Donell told about management that "management is the creation and maintenance of an internal environment in an enterprise where individuals, working in group can perform efficiently and effectively towards the attainment of group goals." But his thought criticised by that he fails to explain function of management and also fails to identify the art and scientific aspect of management. In recent time "management is the co-ordination of all resources through the process of planning organising, staffing, directing and controlling in order to attain stated goals/desired goals.



Fig.1. : Elements of Management

II. FUNCTIONS OF MANAGEMENT

Function of management are also known as elements of management. There is, however no single list of functions acceptable to all. Various author have classified these functions differently. Heneri Fayol has classified them into planning, organising, commanding, coordinating and controlling. R.C. Davis identified planning, organising, coordination and controlling. Luther Gullick has given keyboard, POSDCORB which stands for planning (P), organising(O) staffing(S)

directing(D) coordinating(CO) reporting(R) and budgeting(B). Koontz and O'Donnell have suggested planning, organising, staffing, directing and controlling. Almost all the author agree to basic functions of planning, organising and controlling. But according to my opinion their are five function of management which are planning, organising, staffing. directing and controlling.

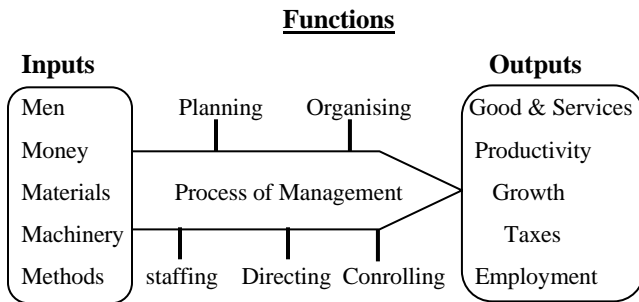


Fig.2 : The Management Process

A. Planning

Planning is the most basic or primary function of management. It refers to advance thinking before doing anything. Under a planning it is ascertained that what should be done, how it should be done and who should do it? Planning precedes other function because a manager plans before he acts. Planning involves determining the objectives and selecting a course of action to achieve them. It implies looking ahead and deciding in advance what it is to be done, when and where it is to be done, how by whom it is to be done?

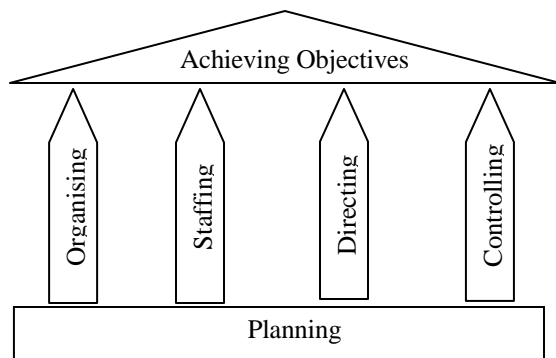


Fig.3: Planning as the Foundation of Management

B. Organising

Once plans are formulated than it is necessary to division of work and setting relationship between authority and responsibility to achieve desired goals, that is known as organising. It is the process of a establishing harmonious authority responsibility relationship among the members of enterprise. The network of authority responsibility relationship is known as organisation structure. Such a structure serves as the framework within which people can work together

effectively for the accomplishment of common objectives. The process of organising consists of the following steps:

- Determining and defining the activities required for the achievement of planned goals;
- Grouping the activities into logical and convenient units;
- Assigning the duties and activities to specific position and people :
- Delegating authority to these positions and people;
- Defining and fixing responsibility for performance ; and
- Establishing horizontal and vertical authority-responsibility relationships throughout the organisation.

C. Staffing

Staffing is finding the right people for the right job. It involves manning and keeping manned the positions provided by the organisation structure. It is very important aspect of management because it makes sure that right people with the right qualification are available at the right places and times to accomplish the goals of the organisation. Staffing consists of manpower planning, recruitment, selection, training, compensation, integration and maintenance of employees. Staffing function has become important with growing size of organisation, technological advancement and recognition, of the human factor in industry.

D. Directing

Directing involves leading, influencing and motivating employees to perform the tasks assigned to them. This requires establishing an atmosphere that encourages employees to do their best. It is the managerial function of guiding, supervising, motivating and leading people towards the attainment of planned targets of management embraces the following activities:

- Issuing order and instructions;
- Supervising people at work;
- Motivation i.e. creating the willingness to word for certain objective;
- Communication i.e. establishing understanding with employees regarding plans and their implementation; and
- Leadership or influencing the behaviour of employees .

E. Controlling

Controlling is the management function of monitoring organisational performance towards the attainment of organisation goals. It is necessary for all that organisation is moving in the desired direction and that progress is being made towards the achievement of goals. The progress of controlling involves the following steps:

- Establishing standards for measuring work performance;
- Measurement of actual performance and comparing it with the standards;
- Finding variance between the two and the reasons therefore; and
- Taking corrective action for correcting deviations so as to ensure attainment of objectives.

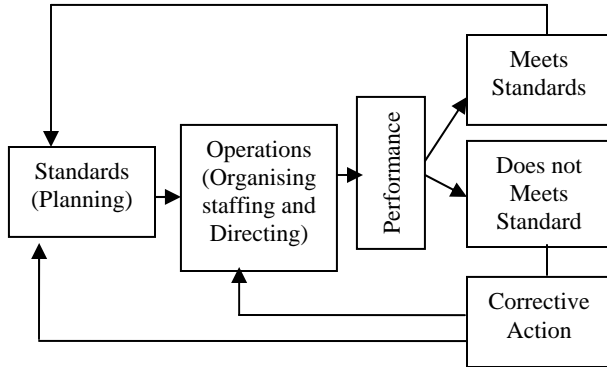


Fig.4 :: The Control Process

III. UNIVERSALITY OF MANAGEMENT PRINCIPAL

The concept of universality of management has several implication. First, managerial skills are transferrable from one person to another. Secondly, management skills can be transferred from one orgation to another orgation. Thirdly, managerial skills can be important and exported from one country to another. Fourthly, this principle of universality serves as the basis of a general theory of management -a set of common principles.

Some experts support the universality of management on the group that whatever the situation and whatever the level of management, the management function are common. Any manager must, one time or the other, perform the same managerial functions. A set of common principle or a general theory of management underlies all organisations F.W. Taylor said that the fundamental principles of scientific management are applicable to all human activities from our simplest individual acts to work of our great corporations. According to Koontz and O'Donnell, "Management fundamentals have universal application in every kind of enterprise and at every level of enterprise." According to Fayol, "Acting in their managerial capacity, president, college deans, bishops, and head of government agencies, all do the same things." But, on the other hand, many other experts oppose the universality of management. According to Peter Drucker "The skills, the competence, the experience of management cannot, as such, be transferred and applied to the organisation and running of other institutions. A career in management is, by itself, not a preparation for major political office or for leadership in the armed force, the church or a university." According to C.Mc Millan and R.W. Gonzalez, "Management philosophy is

culture bound and it is not universally applicable. External forces affects the management philosophy.", "Similarly in a study of 3600 managers in fouteven countries, it was found that variations in managerial behaviour patterns were due to indentifiable cultural differences.

IV. ARGUMENTS FOR AND AGAINST THE UNIVERSALITY CONCEPT

A. Supporting arguments for the Universallity of Management

1) *Emphasis on Management Process* : Management is required in all organisations. The managerial function of planning, organising, staffing, directing and controlling are found in any enterprise. According to Koontz and O' Donell, "as a manager, each must at one time or another, carry out all the duties characteristic of managers. This is the principle of universality of managerial function."

2) *Distinction between Management Fundamentals and Management Techniques* : Management fundamentals should be dishtinguished from management techniques. A specific technique or approach of management may differ from culture to culture or from country to country but management fundamentals are universally applicable. According to Koontz and O'Donnell, identical concept, theories and principles apply with equal force in widely different environments. Variation in culture may affect the application of management fundamentals but the fundamentals are having universallity of application.

3) *Distinction between Management Fundamentals and Management Practices*: Management theory and principles must be differentiated from management practices. The practices may differ but fundamentals are always same. For example, an automobile designed for use in deserts or jungles will be different from that designet for high speed super highway. But the principles and theories of physical science used for designing both the types of automobiles remain the same. Managers shift from one industry to another. Such shift indicate that skills and principles of management are universal, only practies change.

4) *Transferability of Management Principles and Skills* : The principal, concept and skills of management are universal because managers may shift from one country to another, from one indutry to another, and from one type organisation to another. He has regarded that such shift ia an indicate of this fact that the general skills and principle of management are at work.

B. Opposing arguments for the Universality Management

1) *Differences in objectives* : The objectives of business enterprises differ from those of religious, political and educational institutions. Therefore, an efficient business executive cannot necessarily be a good vice-chancellor. No individual can be an equally successful manager in academic,

military and business organisation because the objectives that underlie each are different.

2) *Differences in philosophies* : Business organisation have a different philosophy than non- business organisations. even two business concerns may have different philosophies. For example, one may seek quick gains while the other may aim at long- term growth. These differences in philosophy exert significant influences on organisation structure, communication patterns and employees moral. As a result, a different type of management is required in each case.

3) *Management is Culter-bound* : The applicability of management principles is limited by the particular cultural situation. Wiston Oberg feels that if the ground rules under which the manager operates are different in different cultures (countries) then it is useless to search for a common set of strategies of management. Farmer and richman have concluded through their study on comparative management that if a country has strong traditional, religious and culture bias to wards non- scientific behaviour, it will be difficult to introduce modern management methods which are based on the same type of predictive and the rational view of the world as are the rational view of the world as are the more purely technical devices.

V. CONCLUSION

An analysis of the arguments for and against universality concept reveals that the science of management- basic principles and function- is universally applicable through the art of practice of management(application of management principle) is culture- bound and differs from situation to situation. Irrespective of differences in the objectives, philosophies and culture, all types of organisation face the problem of allocating scare resources (time, money, human factors and other forms of wealth) among needs and purposes which are not few such allocation requires managerial skill. Hence managerial skills are transferrable and universally acceptable. The manager of enterprise co-ordinates the resources of an organisation especially financial resources, physical resources and personnel to enable the organisation to reach its stated goals or objectives. The co-ordination of all resources is achieved through the primary function of the management process. In fact management is nothing but," the co-ordination of all resources through the progress of planning, organisation, leading, and controlling in order to attain stated objectives. The concept of management as a purposive, co-ordinative process is universal in its application to all forms of group behaviour. The term management is not restricted to business enterprises alone. It is applicable whenever people attempt to reach a stated goals through group efforts. The concept of universality of management is also applicable to all levels of managers within an organisation who participates in the co-ordination of resources and the enterprise of one or all of the managerial function." All work to achieve the stated objectives." Since management lies at the heart of all human activities, it is universally applicable. It's

basic function are applicable to business organisation, hospitals, universities, churches, or government agencies, as well as in our personal life. In fact, before any organisation can achieve its goals effectively and efficiently, management is required to co- ordinate the physical factors of money, materials, information, marketing, machines, and people. Thus it is referred to a process in which individuals utilise human and material resources in seeking to accomplish predetermined objectives. The concept of universality implies that management and activities are transferrable from one organisation to another. This mainly happens in the case of military people who often join industry after retirement. There are of course, instance where such transfers have not been successful.

At last, no doubt, management is universals because its basic function are acceptable by all and applicable any where. For example my father makes plan, my teacher makes plan, a captain of sports team makes plan , a businessmen makes plan, an entrepreneur makes plan, a professional (doctor, chartered accountant.etc) makes plan, and even I make plan before writing this paper. All of above use other managerial function as like planning time to time to achieve their desired goals. Now, it is clear that functions and principles of management is universal, but according to the nature, size and other background of organisations, their application will differ according to circumstances.

REFERENCES

- [1] Dr. C.B. Gupta," management theory and practies" 15th revised and enlarged edition 2010, Sultan Chand & Sons, New Delhi.
- [2] Dr.R.K.Singla,' Business Studies" thoroughly revised edition: 2009-10, V.K.[Indian] enterprises, New Delhi.
- [3] Dr. Sanjib Kumar Basu and Prof. Subhas Chandra Bhattarya," Fundamentals of Management" first published: July-2003, B.M. Publication Pvt. Limited, Kolkata.
- [4] S.A. Siddiqui and A.S Siddiqui" Businees Studies" New Edition C. 3336/011/04, Laxmi Publication Pvt. New Delhi.
- [5] NCERT, "Business Studies" Jan-2011, Aravali Printers & Publishers, New Delhi.
- [6] The University of American Management Philosophy, Journal of acadmy of Management, April 1961
- [7] www.google.com
- [8] E.E. Jenning: The Mobile Manager- A Study of New Generation of Top Executives, 1967
- [9] M.L.Tushman: "A Political Approach to Organisation- A Review and Rationale." Academy of Management Review Vol.2,1975
- [10] Keith Davis : Human Behavior at work , Tata Mc. Graw Hill, New Delhi, 1975

AUTHORS PROFILE

Dr.Rajnish Kumar [M.Com, Ph.D,UGC NET] is currently engaged in running own academic institution at Muzafarpur in Bihar, India. He can be reached through mail at ' rajnish.muz81@gmail.com