
UNIT 1 MANAGEMENT: CONCEPTS, ROLES, AND SKILLS

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1.0 OBJECTIVES

After going through this unit, you will be able to:

- define and illustrate the concepts in management and their origin;
- explain the different levels and types of managers;
- describe the various tasks undertaken by the manager; and
- discuss the qualities and skills required for managers at different levels.

1.1 INTRODUCTION

We see people coming together working for different reasons and achieving various objectives. The coming together gives rise to the concept of organization. The organization has its background, needs, objectives, and is composed of people. Wherever we use the word organization, management

Fundamentals of Management is always linked with it as the organization uses different resources such as money, machines, method, material, and manpower to achieve organizational objectives. Management is explained in different contexts variously by respective authors. It is not easy to define management with one or two explanations. Management is explained in many words like process, science, art, group/team, as an activity. The one definition which is accepted universally in the context of a process is the achievement of organizational goals through planning, organizing, leading, and controlling organizational resources. As a process, management may be defined as a systematic way of handling different activities. At present time management has become a discipline of multifarious activities ranging from managing complexities, challenges, crises, confidence, culture, and credibility to survive as well as succeed in a complex business environment through managing changes.

Characteristics of Management:

- Management is a distinct process.
- Management is a key factor for an organized activity.
- Management aims at the accomplishment of predetermined objectives.
- Management is a group or team activity.
- Management Principles are universal in nature.
- Management integrates human and other resources.
- Management is both a science and an art.

1.2 HISTORICAL CONTEXT OF MANAGEMENT

The evolution of institutions/organizations and management are the outcome of historical, socio-economic environment, place, time, and human relationships. The classic writings on management aspects before 2000 years by Chinese philosopher 'Sun Tzu' and writings of Italian scholar 'Machiavellian' during 1531 bring new insight to managers of 21st Century. Various concepts of management were practiced by people in ancient cultures all over the world with the rising of civilization. However, the evolution of modern management can be traced right from the eighteenth century with the origin of 'organization', its goals, and the process to achieve these goals through effective utilization of given resources. Three important forces played an important role and influenced the development of concepts and the evolution of management theories.

- (1) **Social Forces** associated with norms and values govern a system that characterizes 'culture'. From the time of the industrial revolution in Europe, the workers were treated very badly with unscheduled working hours, low payment, no concern for welfare and safety, etc. The social forces have completely changed the environment and culture resulting in the status of human resources as human capital.
- (2) **Economic Forces** associated with the ideas behind the market economy and concepts such as private ownership of capital and property, economic freedom, competitiveness, the limited role of government in business, etc. are the result of environmental forces created by the open economy at the global level.

- (3) **Political Forces** are associated with policies, laws, and regulations formulated by governments of different nations to regulate activities of organizations to manage themselves. The economic forces always shape and reshape political forces. The controls, such as environmental protection, labor welfare measures, investment by private foreign companies in different business sectors, etc. are associated with political forces.

1.2.1 Management as a Concept in Ancient Indian Life

The thought of management can be traced even in our ancient literature covering the arena of social, political, and economic life. The Indian epics like Ramayana, Mahabharat, Bhagwad Gita, etc. are full of different management principles such as leadership and path of success, organizational behaviour, men management, setting of aims, rules and regulations for ethical conduct, focussing on duty in difficult times, the building of the network, top-down bottom-up, work planning, etc. to handle typical management issues of the day to day life to warfare management to conquer great wars. The treasure of knowledge right from Atharv Veda (1500-500 B.C.), Kautilya's Arthashastra (321-186 B.C.), Charak Samhita (100-500 A.D.), Vishnu Puran (about 500 A.D.) to 'Ved men Kriśi' by Sri Pada Damodara Satralekar (1923), cover various innovations in management and their practice in respective fields of economic and financial management, Health and Medical Science, Social life of human beings in different roles, Agriculture and Animal Health Care, etc. by people. During the Vedic period, practical training as an integral part of education was imparted to pupils coming from all the classes of society in Ashrams / Gurukuls through classroom teaching and working in the field in different subjects aimed to develop a competent and gentle citizen. The ancient literature reveals that the major process for developing men for professional competencies was through education under a competent guru and practices of learned principles simultaneously. The development of management in agricultural-related activities also followed the same process of experiential learning *i.e.* working in the field under the guidance of elders or seniors. The modern concept of managing the agriculture sector in India emerged around 125 years ago through the interest of the government to combat recurring famines and later encourage farming as a profession in the primary sector. However, agriculture received desired attention in allied areas after India got independence in 1947. The newly independent Government of India is more concerned with the agricultural productivity, *i.e.* yield per acre, in which we are way behind Japan and China till now. After adopting the policy of economic reforms in 1990 the 'management' in the agriculture sector took a driving seat, because of large public investment in this sector.

1.2.2 Management of Agriculture in India as a State Subject

The demand for establishing a Department of Agriculture in each province of India came from British Industries especially by Cotton Suppliers Association by submitting a memorandum to Government in the year 1869. After a lot of correspondence within the Government, a department of 'Revenue, Agriculture and Commerce' was established during 1871 at the central level. In 1878 agriculture was amalgamated with a new department

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‘Home, Revenue, and Agriculture’. This arrangement went on till 1881 and later the new department was formed ‘Revenue and Agriculture Department’. After work by ‘Bengal and Orissa Famine Commission’ in the year 1886, a policy decision of having a special department to watch the interest of Agriculture was mooted. Two British rulers of India viz. Lord Mayo (1869-1872), who was a practicing farmer and Sir Allan Octavian Hume, founder of the Indian National Congress took a keen interest in the development of agriculture and the welfare of Indian masses. The drastic famine of 1899-1900, covering a large part of the country forced Lord Curzon, the then Viceroy of India after Lord Mayo to write Government of India to pay urgent attention to agriculture. As a consequence of this the ‘Imperial Agricultural Research Institute’ was established at Pusa in Bihar for scientific research in seed production and upgrading crop production technology for higher yield. The Departments of Agriculture was established in six provinces Bombay, Madras, Sanyukta Prant, Agra and Awadh, Bengal (Assam, Bihar, and Orissa), Central Province, and Punjab. Since a major objective of creating Agriculture departments in states was to improve production, hence the focus was on the development of technology through the creation of the Indian Council of Agricultural Research (ICAR); providing irrigation and dissemination of technology to farmers. Incidentally the same continued even after independence with additional features such as input supply, training of farmers and officials, the opening of management institutions for research, extension, and agribusiness. The other disciplines related to farmers such as horticulture, fisheries, animal husbandry, and veterinary sciences were given due importance for development to improve farmers’ income and their welfare. To encourage education in the agriculture discipline, the first Agriculture colleges were set up at Sabour (Bihar), Pune, Kanpur, Nagpur, Lyallpur (now in Pakistan), and Coimbatore in the year 1905.

Exercise - List five instances, events or written documents indicating practice of management principles in ancient economical, social and political life by people in Indian sub-region.

Check Your Progress 1.1

- Note:** a) Write your answers in the space given below.
b) Match your answers with those given at the end of the unit.

1. Define Management

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2. How management of Scientific Agriculture came into existence as a state subject in India?

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1.3 FUNDAMENTAL PRINCIPLES OF MANAGEMENT

This section will study the evolution of management thought, meaning and definition of management, and qualities and skills required for managers.

1.3.1 Concept of Management

The word ‘management’ you would have heard and used very frequently. What does it mean? Different authors define management in different ways. Some say it is nothing but decision-making. Another author defined it as the art of getting things done through others. Koontz defined management as “the process of defining and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims”. F.W.Taylor defined management as knowing exactly what you want men to do and then seeing that they do it in the best and cheapest way. “To manage is to forecast, to plan, to organize, to command, to coordinate and control” is the definition given by Henry Fayol. We may take another comprehensive definition for management to understand the concept better. “Management is a problem-solving process of effectively achieving the organizational goal through the efficient use of scarce resources in a changing environment”. If you look at the definition, you will find some keywords and characteristics that require further explanation.

- Firstly, management is a ‘problem-solving process: Problem here refers to any issues that need to be sorted out with correct decisions. Every day manager will face many problems. The problems may be related to laborers, customers, suppliers, legal, and/or social, etc.
- Secondly, ‘achieving organizational goal effectively’: Every organization will have goals or targets both long term and short term. It could be on profit, sales, customer satisfaction, recruitment, labor turnover, etc. Achieving these goals effectively is not easy. Do you know why? If you have 100 people working under you, all of them will also have their goals and these goals differ from person to person. Therefore, it is the managers’ job to integrate the individual goals with the organization’s goal and ensure that the ultimate goal of the organization is achieved.
- Thirdly, efficient use of scarce resources: The resources for a manager include people, money, equipment, material, time, etc. These resources are very limited. Using these limited resources as inputs one should know how to achieve the maximum output.
- Finally, an important point you need to remember is that for better

management, you should consider the environment under which your organization functions. The environment includes labor, customers, technology, government, economics, and politics. This environment keeps on changing. An approach you have adopted to satisfy your customer today, may not be accepted by the same customer tomorrow. Therefore, the manager needs to keep the same pace of speed as that of the environment.

If you try to relate these concepts to agribusiness activities, you can understand the meaning of agribusiness management. Simply, decision-making on activities related to agribusiness can be defined as agribusiness management. You may not have common views on what agribusiness management precisely is, and what are managerial functions in agribusiness management. But in general, we can define agribusiness management as a unique continuous process (group of inter-related and integrated activities) involving plant growth, pest, disease and nutrient management, irrigation, weeding, pre-and-post harvest activities, labour management, office administration, collection, and marketing of plantation produce, etc., by utilizing the limited available resources through a set of managerial functions to accomplish set agribusiness goals or objectives, e.g. increasing the productivity of employee; customer satisfaction performed with and through people in an ever-changing and distinct agribusiness environment.

Having understood the concept of management, now let us see how discipline management has emerged.

1.3.2 Evolution of Management Thought

The concept of management is originated as a result of World War I and World War II. The result of these wars was the destruction of a lot of resources in general and military materials in particular. So resources were made very scarce. People started thinking of making optimum use of available resources. This led to the need for professional thinking in resource allocation and utilization. The scientific and technological developments, industrial revolutions, competitions, etc. have added the need for management discipline and made it more complex. The plantation sector is not an exception to the application of management discipline. Therefore, you need to know the early contribution to the field of management in the form of principles and theories by different authors.

The management thought in the current economic situation can best be understood in the light of its historical growth particularly since 1900. There were different phases for the evolution of management thought. These can be classified into three: Classical Theory, Neo-Classical theory, and Modern Theory.

For further understanding of these theories and principles, it is more appropriate to divide them as per the different schools of thought. They are a) Scientific approach, b) Administrative approach, and c) Behavioral approach.

a) Scientific Approach

F.W.Taylor, Frank Gilbreth, Lillian Gilbreth, Gantt, and others launched what they called scientific management. According to these experts, it was

not proper to just find a way of doing something. A manager had to find the one right way. They used time and motion study for developing the right way. Among all, F.W.Taylor (1856 – 1915) was eventually acclaimed as the Father of Scientific Management. Some of the basic features of Taylor's contribution to scientific management are:

- Separation of planning function from doing function. He said planning function to be given to managers and doing to the workers.
- Scientific selection and training of workers.
- Time and motion studies to determine the standard of work.
- Differential piece wage rate system. That is wage based on output by labor.
- Functional foremanship: That is labor should be allotted to the supervisor based on his specialization, and
- Standardization of methods, procedures, tools, and equipment.

The five basic principles contributed by F.W.Taylor are:

- Replacing the rule of thumb with science. For instance, if you want to put fertilizer to your crops, the scientific method should be soil testing, and deciding about the type of fertilizer, quantity, and time. It is not based on the trial and error method.
- Harmony in group action rather than discord.
- Cooperation rather than chaotic individualism
- Working for maximum output rather than restricted output.
- The development of each individual to his /her greatest efficiency and prosperity.

b) Administrative Approach

Henri Fayol, a French industrialist is considered the father of the modern theory of general and industrial management. He divided the industrial management activities into six groups and contributed fourteen principles to management. Following are the six activities:

- Technical activities – method of doing work
- Commercial activities – buying and selling
- Financial activities – use of capital
- Security – protection for property and persons
- Accounting activities – statistics and records
- Managerial Activities – planning, organizing, command, coordination, and control.

These six functions had to be performed to operate successfully any kind of organization. There is no doubt that Fayol established the pattern upon which our modern concepts of management are built.

In 1916 Henri Fayol in his book described 14 management principles. These principles constitute the theory of management or administration of business enterprises. They are enumerated below briefly.

Fundamentals of Management

- i. Division of work: Specialization alone can give maximum productivity and efficiency.
- ii. Authority and Responsibility: Authority is the power in the position and the right to give orders, responsibility is the obligation to perform. He said there should be parity between authority and responsibility.
- iii. Discipline: The objectives, rules, regulations, policies, and procedures must be honored by each member of the organization.
- iv. Unity of command: To avoid any possible confusion and conflict, each member of an organization must receive orders and instruction only from one superior or boss.
- v. Unity of direction: All members of an organization must work together to accomplish common goals.
- vi. Subordination of individual interest to general interest: Common interest of the organization is given priority and not the individual interest.
- vii. Remuneration: Fair pay to the laborers is the best motivator
- viii. Centralization: Power to take decisions must be decentralized. Extreme decentralization or centralization must be avoided.
- ix. Scalar chain: Hierarchy of command linking all members from top to bottom.
- x. Order: Proper system alone can create a sound organization. The disorder leads to chaos and confusion.
- xi. Equity: Justice and kindness must be given to everyone.
- xii. Stability of tenure: Employees must be given job security and sufficient time to adjust to new work.
- xiii. Initiative: Creative thinking and the capacity to take initiative can give sound managerial planning.
- xiv. Esprit de corps: It means unity is strength.

c) Behavioural Approach

The behavioral or human relations approach is built based on classical theory. It pointed out the role of psychology and sociology in the understanding of the individual as well as group behaviour. It advocates the importance of human values in business. Among those who contributed to the behavioral approach, the contribution made by Elton Mayo and his associates was found to be more appropriate and interesting. Mayo and his associates conducted a famous study in General Electric company at Hawthorne between 1927 and 1932. Based on their study to find out the reasons for low productivity, they formulated the following principles.

- To meet the socio-psychological needs, workers form informal groups. This influences their group conduct and behaviour.
- Mental attitudes and emotions influence considerably employees' behaviour.
- Freedom at work to take decisions will develop a sense of belongingness.

- Human and social motivation can play even a greater role than monetary incentives.

1.4 PROFESSIONAL MANAGER

Today management has been a well recognized and well-defined profession having complementary and mutual support of art and science to make it a unique discipline. Management has all essential features to be called a profession *viz.* well-defined body of knowledge, formal education, and training, minimum level of qualification for the profession, ethical code for the profession, and service of society above self. Though management as a specialization field meets all the required parameters to be considered a profession like a doctor, engineer, or lawyer, few researchers consider that to become a professional manager formal degree is not essential. One can acquire the required knowledge and skills from experience while working. However, a professional manager working at any level in an organization keeps the organization's perspective in mind and her/his actions are guided by the objectives of the organization. Another important feature of a professional manager is that he will be responsible for performance. This requires a manager to have an attitude to meet his professional obligations. The attitude includes many specific characteristics such as having vision, setting of goals and direction, long term thinking if s/he is a member of the top management team. The managers at the middle level in any organization must have a quick understanding of issues and environment, using time as a resource, clear communication, good listening, leadership, delegation, owning responsibility, motivating subordinates, honesty, credibility, and decisiveness, etc., in nutshell a problem solving, getting things done attitude, and overall a good decision-maker.

The value system of an individual helps him in her/his professional work and makes progress. In absence of value, a professional manager may become prey to different unhealthy and unscrupulous practices such as accepting bribes, speculative buying, and selling, the window dressing of profits, etc resulting in enhancement of personal gains, using their authority and freedom for personal benefits. Managers using ethical practices and value systems in natural working commands respect from subordinates and all others. In fact value system with an ethical attitude help the professional manager to take the right decision at the appropriate time.

1.5 TASKS OF MANAGER

As identified by Drucker the manager performs five basic tasks, the first as setting objectives. Every organization, whether large or small have certain objectives. The managers determine goals to be achieved, for which the organization strives. To achieve organization goals managers prepare plans, which involve essentially, examining the courses of action available to achieve goals, evaluating each course of action, and finally selecting the best course of action for implementation. If the manager fails in proper planning, ultimately leads to obstacles in achieving organizational objectives. The next step for the manager in process of achieving objectives includes allocation of resources, communicating objectives to people to get their contribution, and deciding what to be done to achieve the set objectives. Objective setting

requires a specific ability to analyze and synthesize as they require making a balance between means and ends in different situations.

The **second** thing is what a manager does in the **organization**? The manager identifies and segregates various activities essential for the implementation of the plan. A manager under this task break activities into manageable jobs, allocates people to perform the jobs. Organizing show how the structures, procedures, rules, and regulation can be put to achieve goals with the available resources including human resources. Organizing also provides a network for communication and relationship between employees at different levels within and other stakeholders associated with the organization. Organizing facilitates in creating a climate and environment of cooperation to improve group effectiveness. The function of organizing is associated with well-defined authority and responsibility, which provides management enough flexibility in the organization to create different administrative and managerial positions that, motivate employees to work hard and achieve. Organizing is a skillful task. Manager requires a new set of skills viz. analytical, taking economical decisions, utilizing all the resources optimally.

The **third** important task a manager needs to do is to '**motivate and communicate**' with his/her subordinates as well as colleagues. Motivation is the process of encouraging and creating interest among the employees to put their best efforts and abilities to perform more effectively using their abilities than in a normal course. The employee gets stimulated when his/her psychological needs are met, in the process of contributing to the organization. The same motivational factors cannot be used in the case of all the employees. Motivational factors can be broadly categorized into (a) financial which includes competitive salary package *e.g.* monthly/annual salary, other perquisites, bonus, overtime, transportation allowances, reimbursement of medical and telephone bills, etc. and (b) non-financial factors include appreciation from the supervisors, public appreciation, congenial work environment, opportunities for career growth, no or minimal supervision, flexible working hours, opportunity to work on live projects and self-managed work teams. Managers require to identify the right mix of motivational factors suitable for their employees. Here manager requires more social skills to understand his subordinates and their needs, with the principle of justice, keeping economic work front in the background. He must be able to identify the changing needs and environment to keep employees motivated. Through motivation, s/he develops them into a strong team, collect their views, ideas and finally integrate them in taking 'decision' on personnel and welfare matters.

Communication is a vital function of a manager through which messages, ideas, facts, opinions, and feelings are transmitted or received. Communication is always a two-way process. One way s/he communicates to her/his employee instructions through orders, during meetings, circulars, and notices. Similarly, employees also report back to him through feedback about their work progress, the output of instructions, or problems faced by them in performing the tasks. There must be a free flow of communication between the manager and his employees without status differences, fear, emotions, bias, and lack of trust. It has been found that organizational

productivity is adversely affected when management and employees do not communicate freely about their expectations of each other. The situation results in misunderstanding, frustration, and disappointment.

The **fourth** important task to be performed by a vigilant manager is the '**monitoring and evaluation**' of results about output and performance of his people. He fixes targets and standards for their performance for people and communicates the findings back to subordinates. Monitoring is the process of measuring the current performance of the people and assessing whether the fixed targets are achieved and up to what extent and ultimately the objectives. The process involves three steps (i) measuring the actual performance of the employee, (ii) comparing with it the fixed target, and (iii) taking corrective follow-up action in case of any discrepancy with the target. The specific skills manager require for this task are observation and analytical skills without any bias or as a power of controlling power.

The fifth task, the manager needs to perform is to keep his focus on the *continuous development* of people as well as of himself i.e. s/he should be a good manager having believed in continuous development for current and future tasks. The development of people involves not only improving their knowledge and skills using different human resource development tools and techniques but to creating an environment of cooperation, teamwork, and synergy to achieve set objectives.

Besides the above five basic tasks as identified by Peter Drucker for the manager, many thinkers identified planning, organizing, staffing, leading, and controlling as five basic functions for a manager to perform. Let us discuss below two functions 'staffing' and 'leading' not covered by Drucker in his list of tasks.

Staffing

Once the numbers of positions to be filled and their level, are known to the manager, the next thing is to find out the type of people required for different positions, and finally, fill up these positions with the right people. In fact staffing in other words is human resource management. The process of staffing includes all personnel functions such as recruitment, selection, training, placement, appraisal, promotion, career planning, etc. are looked after by Personnel managers in large organizations. On the other hand in small organizations, these tasks are looked after by the manager himself.

Leading

An effective manager should also have leadership skills to discharge his functions efficiently. Leading is the function of providing direction and encouraging his people to achieve organizational goals. Leading is a leadership style, communicating with others and motivating people to achieve the objectives and goals set by the manager. The leader's style viz. authoritarian or democratic has a strong impact on the morale and performance of his team members. Hence a manager needs to understand his team members and subordinate before adopting his leadership style, motivating techniques, and communication pattern.

With the complexity of business and its environment, managers of the twenty-first century have every day added a list of tasks. With time managerial roles, responsibilities, and tasks got enlarged.

1.6 MANAGERIAL ROLES

We have discussed five broad management tasks in the Unit of the course, identified by Management guru Peter Drucker viz. 'setting objectives', 'organizing', 'motivate and communicate', 'monitoring and evaluation' and 'organizational development. Now let us go beyond tasks and identify specific roles that managers play at different levels to accomplish organizational goals facing differing situations under an ever-changing business environment. As an individual, every one of us plays different roles in the family, in friends circle, in society, and at the workplace. The roles at the workplace have a wide variety viz. as the leader, motivator to undertake the new assignment, as information disseminator, distributor of resources, sometimes as liaison agent, monitor of things going around, negotiator within and outside the organization and handle disagreement.

1.6.1 Types of Managerial Roles

Henry Mintzberg⁶ in his book *The Nature of Managerial Work* describes the manager's agenda consisting of precisely ten activities. He studied the functioning of his subordinate managers in various organizations and identified ten roles, categorized in three broad categories viz. interpersonal, informational, and decisional roles.

1. **Interpersonal roles:** This role involves activities with people working in the organization. This is a supportive role for informational and decisional roles. Interpersonal roles can be categorized under three subheadings:
 - (i) Figurehead - Symbolic and ceremonial duties to represent as head of activity, greet visitors, sign agreements.
 - (ii) Leader – Provide guidance, direction and motivate his subordinate through communication and training.
 - (iii) Liaison – Maintain contact with both internal and external stakeholders through the mail, phone calls, and meetings.
2. **Informational roles:** This involves the role of assimilating and disseminating information as and when required. Following are the main sub-roles, which managers often perform:
 - (i) Monitor – Keep watch over internal as well as external developments through information networks, media, business reports, and personal calls.
 - (ii) Disseminator – Communicate required information to different organizational members through written memos as well as phone calls.
 - (iii) Spokesperson – Communicate information outside the organization through Media addresses, writing reports.
3. **Decisional roles:** The manager plays a crucial role as a decision-maker to run the organization. It involves decision-making. Again, this role can be subdivided into the following four segments:
 - (i) Entrepreneur - Act as an initiator of work on innovative ideas, identify people, and allocate responsibilities.

- (ii) Trouble Handler – Understand internal as well as external crises and take corrective action, conflict resolution among subordinates.
- (iii) Resource Allocator- Set priorities and delegate responsibilities, allocate various organizational resources like manpower, budget.
- (iv) Negotiator – During negotiations for business internally or externally, keep his departmental interest on top of the agenda.

Mintzberg in his studies observed certain uncompromising features in the work-life of managers viz. managers find very less free time because of unexpected problems and pressure of meetings to plan for better performance. Mintzberg says that ‘the manager can never be free to forget job and never has the pleasure to say even temporarily that there is nothing else to do...’ The work of the manager keeps him busy all the time, stressed and demanding. The summary of research on ‘work of manager’ brings out that- managers work for a long time, work at an intense pace, work at fragmented and varied tasks, work with different communication media and perform their tasks through inter-personal relationships. Successful managers always do networking with people within and outside the organization to implement their agenda and give time for developing relationships and networking.

Among all the above roles discussed, the manager at any level plays a crucial role as a decision-maker for the smooth running of the organization. Organizations of the twenty-first century encourage their managers to undertake various diversified roles instead of remaining confined to traditional managers. Information and communication technology (ICT) has a profound impact on the decision-making process and the overall behavior of the organizations of the 21st century. As the business environment is becoming increasingly competitive, companies expect their managers to play different roles and be versatile, human with empathy, while handling issues concerned with human relationships.

Exercise – List out different activities you undertake in connection with your work and identify particular roles played by you to perform these job related activities. You may do the same exercise for your boss also.

1.7 MANAGEMENT LEVELS

Normally a person responsible for carryout activities related to the management of the organization is designated as ‘manager’. A manager is supposed to perform at different levels with a varied range of activities. The term ‘management levels’ refers to the line of hierarchical demarcation to segregate different activities and responsibilities undertaken by the managers to accomplish organizational goals. These levels in an organization require

Fundamentals of Management managers to play different roles and acquire a varied set of skills. In general three levels are identified (1) Top level, (2) Middle level, and (3) Lower level or first-line manager.

1.7.1 Different Levels of Manager

(1) **Top Level:** It includes managers, who determine objectives and policies, set goals, design operational and financial structure, decide and control authority, decide performance standards for employees and quality standards for products viz. strategic perspectives of the organizations. Normally the managers at the top level keep links with external stakeholders and finalize operational deals, contracts, and protocols. This small group of managers includes Chairman, President, Managing Director, Chief executive Officer, executive director, directors, etc. The members of the top management group spend more of their time in conceptualizing the ideas, strategic planning, meeting with external stakeholders, maintaining public relations, scanning the business environment, identifying long-term potential problems and opportunities, etc. To handle these concerns top managers keep developing strategic plans, that is why they have hectic daily schedules and require the support of personal staff to manage time. They formulate operational policies and provide direction to lower-level managers for interaction with the external environment of the organization. Managers in this category need more conceptual skills.

One of the important activities top managers perform is designing and building an organization, for which s/he plays eight other important roles viz. Identity and creating the role, enabling role, synergize role, balancing role, networking or linkage building role, futuristic role, creating impact role and superordinating role. (Pareek 1981)

(2) **Middle Level:** They are also called functional managers as normally they head a functional department i.e. production, marketing, finance, or administration/ Human Resources and spends more time in handling problems within the organization, act as a link between top and lower level manager, explain the policies and strategies developed by top managers to lower level managers and employees, prepare operational plans, work out details of activities and issue orders for execution. They are responsible for transforming policies, overall organizational goals, and strategies into specific goals and action plans for first-line managers. Middle level managers generally function as Departmental Heads for different departments/divisions of the organization. This group of managers are designated as functional heads and also includes subordinates just below. They have more paperwork and some physical activities. As per their task requirement, managers under this category require human and technical skills also. The job of Project Manager may be considered as an appropriate example under this level. The project manager work with a lot of people with complete task details, coordinates different activities within as well as outside, maintains time limits, and sees the completion of work as per schedule.

- (3) **Lower Level:** Such managers have a direct link with a small group of workers. Prepare the schedule of daily activities and get it done by workers. Their duties include preparing daily work schedule, providing material, machines (Tools), work supervision, maintaining discipline and control over the workforce. They have more physical activities than mental work, are active during work, take floor-level decisions. The managers are designated as Supervisor, Shift Manager, first-line manager, etc. These managers are directly responsible for quality products and services. The managers under this category require more technical skills as well as leadership and human skills. Their roles as effective leaders facilitate the output of the organization. The majority of first-line managers spend most of their time in supervision and leadership tasks like planning for work schedule, clarification about goals and tasks, appraising performance and facilitating teamwork, preparing recruitment and development plans for workers, encouraging workers for higher output, coordinating with other teams thus achieving organizational goals.

1.7.2 Types of Managers

In addition to their designated responsibilities with appropriate authority, managers work with different capacities in the organization.

Line Manager is a designation given to a manager who directly supervises the work activities, which contribute to production or services. The President of a company, Production manager of a manufacturing unit, retail manager of a local store has similar line responsibility.

Staff Manager in an organization uses their expert technical competency to advise and supports the line workers and supervisors to facilitate the production or output. The Human Resource Manager or Chief Accounts Officer, Management Service Manager, or Industrial Engineer has staff responsibility.

General Manager: In a large organization, where activities are segregated in different functions such as procurement, Quality control, production, warehousing, Personnel, marketing, accounting, etc. the manager responsible for the overall performance of such complex organization is designated as General manager.

Functional Manager is entrusted responsibility for the performance of a functional unit such as production, marketing, accounting, personnel.

Exercise - Prepare a list of responsibilities and activities (action focus) associated with the managers at top, middle and lower level in your organization or any other organization known to you.

Fundamentals of Management Check Your Progress 1.2

Note: a) Write your answers in the space given below.

b) Compare your answers with those given at the end of the unit.

1. Discuss the works managers do at different levels in the organization?

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2. What are the different roles a manager play?

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3. What do you understand from levels of manager in an organization?

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1.8 MANAGEMENT SKILLS

Skills are defined as the ability to apply knowledge into action and achieve the desired result. Present-day organizations have added many new tasks in managerial work schedules when compared to the traditional manager of the twentieth century. As the business environment is becoming increasingly competitive, organizations are adopting different strategies to improve quality, reduce cost, customer satisfaction, employees' involvement, etc. A manager needs to be versatile, skillful as well as human while handling issues concerned with customers, vendors, union members, subordinates, and colleagues and use different skills as per task and situation. The members of the top management team should be more vigilant, explorers, and analytical to understand the pressures of the external environment.

A manager's job is varied and complex. The basic functions of a manager include planning, decision making, and controlling, which he performs every day many times. Besides basic functions manager performs certain other functions viz. communication, networking with people, institutions, and managing people. Managers require many skills to perform challenging activities associated with their responsibilities being managers. Among these skills more important are those which help his subordinates and team members to contribute more towards their job. What type of skills does a manager need? Robert L. Katz (1974) categorized these essential management skills into three broad groups viz. technical, human, and conceptual.

1. Technical Skills

Among all the basic skills required for a successful career, technical skills are considered most important as they provide a base for a sound professional

life for an individual. Technical skill is the ability to use specific knowledge, techniques, expertise, and resources in performing specific tasks. All jobs require some specialized expertise. Examples of technical skills are writing computer programs, products and process design, completing accounting statements, analyzing marketing statistics, writing legal documents, assembling a computer, developing a new formula for a frozen food additive, and writing a press release. Each of these requires technical skills. Hence, these skills are generally associated with the operations employed by the organization in its production processes. Technical skills are usually obtained through training programs that an organization may offer its managers or employees or may be obtained by way of a college degree. Indeed, many technical and business schools throughout the country see their role as providing graduates with the technical skills necessary for them to be successful on the job. Many people develop their technical skills during vocational and on-the-job training programs.

Normally technical skills are best used by first-line managers responsible for delivering output. When managers move up in the chain of command they need more human skills for effective performance. For managers at the top level entrusted with the overall responsibility for the performance of the organization, conceptual skills are found to be the most important skills. Human skills are needed by managers at all levels, as they have to continuously interact and work with people.

2. Human Skills

The basic jobs of a manager require him to get the work done through subordinates and the workforce. This is the ability of a manager to interact and get organizational work done effectively, understand and motivate people both individually and in a group. A manager with effective human skills has a high degree of self-awareness and empathy for others. One important component of human skills is emotional intelligence i.e. ability to manage own behavior and relationship with others. This requires sensitivity towards others' issues and concerns. Managers who are proficient in technical skills but not in interpersonal or human skills may face difficulties to manage their subordinates and other stakeholders. To acquire human skills, one should be pertinent to recognize the feelings and sentiments of others, have the ability to motivate others even in an adverse situation, and communicate own feelings to others in a positive and inspiring way. Human skills, therefore, relate to the individual's expertise in interacting with others in a way that will encourage the successful completion of the task at hand.

3. Conceptual Skills

Conceptual skills refer to the manager's ability to think in the abstract. A manager with strong conceptual skills can see the "big picture." That is, she or he can see potential or opportunity where others see roadblocks or problems. This is an ability to critically analyze, diagnose a situation and identify a likely feasible solution. It requires creative thinking, generating options, and choosing the best available option to achieve objectives. Managers with strong conceptual skills can see opportunities that others miss. Examples of situations that require conceptual skills include the

passage of laws that affect hiring patterns in an organization, a competitor's change in marketing strategy, or the reorganization of one department which ultimately affects the activities of other departments in the organization. A manager with conceptual skills must be a visionary, focusing the sight of small thought for the future on a giant canvas, thus making a big picture. Always keep thinking for expansion of the core business into new and emerging areas and look even small happenings in business environment for exploitation in her/his organization's favor.

Exercise - Explore within your work organization use of conceptual skills by managers with real output/outcome in the interest of organization.

1.9 MANAGERIAL SKILLS TO BECOME AN EFFECTIVE LEADER

Management of organization in a competitive environment of 21st century requires a different focus of manager to that of 20th-century manager. The manager requires more leadership characteristics to be effective, which includes, understanding of technology and its correct application especially Information Technology, to be able to provide consistent motivation to his team encouraging them to attain excellence and quality in their performance and maintain ethical behavior in all walks of work life. Excellent leadership is always proactive rather than reactive. An effective leader always looks for ways to improve production, quality of output, and standards. Seven management skills a leader needs to create a quality effective team to have a solid foundation for success.

1) Observation

This is an important aspect that often gets neglected due to the demands on a leader's time and schedule. Observation and regular visits to the work environment are a priority and should be scheduled into the calendar. Observing employees at work, the procedures, interaction, and workflow is foundational to implementing adjustments to improve results. To have credibility, a leader needs to be seen and be known to be up to date with what is happening in the workplace.

2) Monitor Employee Performance

Employee performance needs to be monitored in mutually acceptable ways. Policies and procedures need to be clear. Conferencing should be done regularly and not just when there is a problem. Assessments and evaluations should not be merely all formality or viewed as necessary paperwork to be done and filed away. Individual and group conferencing should be undertaken not only to monitor performance but with the expectation of

ongoing professional development and support. There should be frequent encouragement and clear criteria for ongoing goals both for the group and individual.

3) Implementation of Professional Development Programmes

A good leader evaluates the weaknesses of his team members and analyses them to identify the reasons for poor performance. He identifies the ways and means for improving the abilities of his team members and plan long-term strategies for training and development of staff and to strengthen the skills in the teamwork.

4) Demonstration of Working Knowledge and Expertise

Good leadership comes from a place of strong knowledge and experience of the production and process leading to results. If a leader does not possess all the expertise and knowledge personally, then regular consultations with experts involved in the departments should be held. This is important to maintain an accurate and informed overall picture of the organization and business environment.

5) Good Decision Making

Good leadership is characterized by the ability to make good decisions. A leader considers all the different interacting factors before making a decision. Clear firm decisions, combined with the willingness and flexibility to adapt and adjust decisions when necessary, create confidence in the leadership.

6) Ability to Conduct and Evaluate Research

Ongoing review and research are vital to keeping on the cutting edge in business. While managing the present to ensure ongoing excellence in product and performance, a good leader should also be able to look towards the future. Conducting and evaluating research is an important way of planning and being prepared for the future.

7) Emotional Intelligence

Emotional Intelligence (EI) is an important component of human skills. Daniel Goleman defined EI as the ability to manage ourselves and our relationships effectively. As the success ‘mantra’ of business in the 21st century, emotional intelligence is considered a must in the set of your interpersonal skills. The answer to the question at the workplace, how well you manage people? Indicate the level of emotional intelligence you apply in your work.

1.10 ADDITIONAL BUSINESS SKILLS FOR MANAGERIAL EFFECTIVENESS

An important element of managerial work is to have a set of skills necessary to carry out basic functions and fill fundamental roles. The revolution in information technology and the use of computers have changed the scenario of business operations. In general, most successful managers have a strong combination of technical, human, interpersonal, conceptual, and diagnostic skills.

Of course, neither every manager has an equal allotment of the above basic skills, nor have allotments critical. For example, the optimal skills mix tends to vary with the manager's level in the organization. First-line managers generally need to depend more on their technical and interpersonal skills and less on their conceptual and diagnostic skills. Top managers tend to exhibit the reverse combination of a greater emphasis on conceptual and diagnostic skills and somewhat lesser dependence on technical and interpersonal skills. Middle managers require a more even distribution of skills.

A professional manager is an expert in his field, trained and experienced enough to adeptly manage any type of organization be it a manufacturing house, a service organization, a hospital, or a government agency. Besides the above five basic skills, he acquires various other skills to be effective and quick at work.

1) Interpersonal skills

These skills comprise the manager's ability to communicate, understand, and motivate individuals and groups within and outside the organization. Managers with interpersonal skills are found to be extremely successful in networking and influencing others. The interpersonal skills make human personality with the extra shining of gold on the brass plate. Interpersonal skills help the manager in handling people smoothly otherwise it has been found that lack of these skills affects on effectiveness and popularity of the manager. As we know managers spend a lot of their time interacting with various stakeholders. That is why they must be able to relate to and get along with other people.

2) Diagnostic Skills

Most successful managers also bring diagnostic skills to the organization. Diagnostic skills allow the manager to better understand cause-and-effect relationships in business operations and to recognize the optimal solution to problems. Managers with a combination of diagnostic skills and their observation sense foresee the trouble and problems in advance and prepare themselves appropriately.

3) Analytical Skills

These skills are the abilities to identify key factors and understand how they interrelate and behave in a particular situation. Analytical skills involve being able to think about how multiple complex variables interact and to conceive of ways to make them act desirably. An important factor associated with analytical skills is the selection of only critical and relevant information or data required for analysis.

4) Digital Skills

For a manager of the 21st century, these may be considered as knowledge of the alphabet for a child. These are important because by using digital technology substantially a manager may increase his productivity and output. Computers are a boon of the technical revolution using digital technology, which can perform many complex tasks within minutes in areas of financial analysis, Human Resource Planning, Operational planning, control, designing, and other areas that otherwise take hours, even days to complete.

5) Communication Skills

Communication in the context of managerial work may be defined as a process to convey ideas and findings clearly through words, symbols, and gestures in written form or oral expression, which includes written notes, oral presentations, giving or receiving feedback, etc. Effective communication is vital for managerial performance. The skill is critical to success in every field. Communication skills involve the ability to transfer information at an appropriate time in ways that other people understand and to seek and use feedback from employees to ensure that one is understood. Proficiency of language and knowledge of the subject matter, along with skills in written and oral expression makes a manager effective in communication. In practical life, a manager must know and understand non-verbal communication in terms of body language, gestures, or symbols commonly used for communication.

6) Design Skills

It is the ability to solve problems in ways that will benefit the organization. To be effective, particularly at upper levels, managers must be able to do more than see a problem. They must also be able to design a workable solution to the problem. Pareek (1981) identified eight specific roles a manager play while designing an organization viz. identity and creating the role, enabling role, synergize role, balancing role, networking or linkage building role, futuristic role, creating impact role, and superordinating role.

Exercise -Select a particular job of a subordinate and ask him to prepare list of skills s/he uses to perform her/his job. Compare the list with skills required for a manager of 21st century.

1.11 MANAGERIAL SKILLS AND CHARACTERISTICS COVERED THROUGH CURRICULUM

In Business Schools

The management schools all over the world keep watch on global business and industry needs and modify their curriculum as per requirement. The majority of Management schools emphasize a set of skills in basic and functional areas. For the success of a professional education programme, the basic principle is its focus on preparing the students as per the requirements of business and industry.

In general, business companies look for the profile of a typical business manager with characteristics and traits viz. Honesty, sincerity, integrity and highly disciplined, sharp business thinking/intelligence, good self-manager, having an understanding of social life and their problems, ability to handled

subordinates, especially working for challenging assignments, high intelligence and emotional quotient, adaptability, conceptual skills/Soft skills, competitive nature with fairness & honesty in the core, have win-win attitude, good time manager with the ability to prioritize his/her activities and latest knowledge and skills in handling information and communication technology (ICT) systems efficiently. However, many reputed schools focus on certain additional skills in areas such as teamwork, leadership, self-management, critical thinking, professionalism, and communication; making the students ready to face real work problems in their careers. The managers are decision-makers as well as leaders of their organizations.

In Agribusiness Schools

The policy of economic reforms guided by WTO has brought structural changes in the economy, resulting in major shifts in the Indian agriculture scenario. The concept of agri-business has opened up vast opportunities for value addition, processing, packaging, retailing & export of agriculture products with the application of high technology and management.

Agribusiness sub-sector in particular and agriculture as the primary sector of our economy has suffered even after independence due to two reasons viz. poor organizational management and lack of appropriately trained manpower resulting into the sickness of Agro-industrial sector. The need for academic and professional development in this sub-sector was realized after 1991 with the emergence of 'agribusinesses as a business concept of 'agriculture'. Though India is considered a hub of technical manpower and has the largest technically educated/trained manpower, qualified personnel in the management of the agribusiness sector are still found inadequate. With little focus on the development of managerial skills in the undergraduate curriculum followed in agricultural universities, the young agriculture graduates find it difficult to function effectively either as managers in agribusiness companies or become an entrepreneur in this sub-sector.

Globalization of the agricultural economy requires that production, marketing, and quality aspects of agriculture and allied sector products be researched and taught in academic institutions concerning their relationships with the global environment, international quality standards, scientific farming, production and processing techniques, and emerging markets in other countries. With the entry of foreign direct investment in the agribusiness sub-sector, demand for more competent management graduates in the agribusiness sub-sector is growing. Agribusiness firms need far better employees trained in both management and agricultural sciences. The uniqueness of the agriculture sector requires the development of a suitable framework for analysis and decision-making. For example, quantitative methods used in decision-making are standard and can be learned as easily in a business class or elsewhere. But the art comes in their application to an entirely different base of the rural economy.

Agriculture in different countries has its peculiarities due to its topography, agro-climatic conditions, availability of natural resources, level of development, etc. One of the major challenges for the institutions starting education programme in agribusiness management all over the world was a development of an appropriate curriculum.

In the Indian context the syllabus of agribusiness courses followed by various management institutions in general covers all basic management subjects, such as marketing, finance, operations, human resource management, information technology, etc. In the field of agribusiness, the courses include micro-finance and micro-credit, rural marketing, international trade in agri-commodities, agri-entrepreneurship, agri-input marketing, supply chain management, rural marketing, procurement management, agriculture finance, agribusiness risk management, emerging issues in agribusiness and food industry, commodity futures, agriculture project management, etc. depending upon the needs of business skills & knowledge to be imparted to the students.

The characteristics and specific skills required for managing agriculture and agribusiness may be deduced from the requirement of industry problems and issues in this sub-sector. Few management problems in the agribusiness sector may be listed as follows:

- (i) Shortage of materials like inputs and power for agriculture and allied areas,
- (ii) Lack of facilities for providing adequate finance in rural areas to poor farmers,
- (iii) Use of outdated technologies by small and marginal farmers,
- (iv) Poor infrastructure facilities for packaging, cold chain, storage, marketing, processing, and transport in rural areas,
- (v) Inadequate marketing network and facilities,
- (vi) Weak farmers organizations and poor management,
- (vii) Lack of appropriately trained manpower in technical and management fields,
- (viii) Poor research and development facilities for farmers problems,
- (ix) Lack of indigenous research for agricultural equipment, implements, and machinery,
- (x) Labour/manpower related problems for agriculture operations,
- (xi) Poor understanding of managers with urban background about rural life, people and their attitude, farmers problems,
- (xii) Production related problems, and
- (xiii) A social environment for industries .

Exercise - Perform this in two steps

- (1) Prepare a list of management problems/issues associated with a particular sector in which you are working (for example health, education, justice etc.) or known to you.
- (2) Prepare an inventory of skills required by manager to manage particular problem/issue.

- Note:** a) Write your answers in the space given below.
b) Compare your answers with those given at the end of the unit.

1. What are the essential skills required by a traditional manager?

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1.12 LET US SUM UP

Management can be defined in different contexts as a discipline in academics. One universally accepted definition of management as a process is a systematic way of achieving organizational objectives through planning, organizing, staffing, leading, and controlling. Management principles are developed after research, with logical explanations, and practiced universally all over the world for centuries. Scientific management of Agriculture in our country was introduced by British rulers to meet the demand for food for a large population when the country was facing a series of famines in different parts during the 19th century. The very first step taken was to establish a department of agriculture in every state to oversee the production of different crops, which included food crops and cash crops like cotton to feed raw material to mills in Britain. Besides the production of crops, efforts were made to establish research laboratories to develop good quality seeds as well as a scientific production technology for high crop yield and four agriculture colleges to fulfill the shortage of technical manpower.

Management tasks to be performed by the manager depend upon the type of industry, his working level, and other functional responsibilities. The management process includes four main interrelated functions a manager has to perform are planning, organizing, leading, and controlling. Peter Drucker identified five basic tasks for a manager viz. setting of objectives, organizing, motivation and communication, monitoring and evaluation, and continuous development of people. Few thinkers added two other functional tasks ‘staffing’ and ‘leading’, which a manager performs, whatever be her/his level or type of organization s/he serve. In this unit, we have discussed many more tasks, that a manager of the 21st century may have to perform. Not all the tasks discussed in this unit need to be performed by every manager. There may be a group of tasks, which becomes part of managerial work at a particular time or his functional responsibilities.

A manager has to play different roles to accomplish tasks to achieve organizational goals. Understanding her/his role and acting accordingly adds to the effectiveness of the manager. Managerial responsibilities can be put into three different levels, based on the nature of work, its complexity, and overall management of different tasks. For example, a manager at the top level takes care of certain tasks covering total organization viz. setting of mission and vision statement, formulate strategies, policies, rules, guidelines, etc., whereas a manager at the middle level take care of different functions or department, implement guidelines set by top management and

acts as a buffer between the top and lower management levels. The managers at grass root level or lower level take care of the workforce, and also known as the first-line manager, generally oversee the actual production or services offered by the organization.

To perform their job effectively manager requires various functional skills. The early thinkers in management identified three basic skills viz. Technical, Human, and Conceptual for effective management of organizations. However, management in the 21st century has become more competitive and complex with the application of computers and information technology. Today we can find a new area for human development i.e. multi-skilling. Besides basic skills a manager requires a new set of ‘functional skills’ to handle different organizational functions, ‘leadership skills’ for effectiveness, and ‘business skills’ for efficiency to meet competition.

1.13 KEYWORDS

- Conceptual Skills** : Ability to make a big picture and integrate interests and benefits of an organization.
- Control** : Process of measuring performance with pre-set benchmark and taking action if any deviation in performance is noticed or it is below the desired level.
- Decision making** : Selection of a path for action to solve a problem or
- Ethics** : Set of moral standards for what is right or wrong, good or bad in one’s behaviour and conduct.
- Figurehead** : Representing the organization as head of formal events or meetings
- Goal** : The purpose for which an organization strives to achieve, This is a fundamental element of an organization.
- Human Capital** : The economic value of people with ideas, knowledge, job-related capabilities, energy, and commitment.
- Human Skills** : Ability to understand, works, encourage and motivate other people or groups within and outside the organization.
- Interpersonal** : A role in which the manager makes contact with people providing needed information or support, mostly outside the organization to acknowledge emails, express obligation, and offer his support.
- Leading** : The process of directing an organization or making group members perform task-related activities.
- Liaison** : Remain in touch with managers of other departments or people outside the organization to develop internal and external linkages.
- Management** : The process of achieving organizational goals by planning, organizing, leading, and controlling through effective use of organizational resources.

Fundamentals of Management	Manager	: A person shouldering the responsibility to direct and get things done by others to achieve organizational goals.
	Monitoring	: Process of keeping watch over the output during an ongoing process
	Motivation	: Can be described as forces within a person that account for cause, channel, and sustain human behaviour for the betterment.
	Negotiation	: An act of bargaining to settle a conflict by using communication skills.
	Obsolescence	: The process of decay, that makes an object or person out of use or out of date.
	Organizing	: A process of engaging two or more people in a structured way to achieve certain goals or a set of goals.
	Planning	: Process of developing the course of action in advance with details of who does, what, when, where, why, and how for the future.
	Scalar Chain	: The graded chain of authority through which information flow from top to bottom.
	Staff authority	: The authority granted to a group of individuals to advise and provides services to line managers.
	Stakeholders	: The groups and people directly affected in any form by the persuasion of the goals of an organization.
	Supply chain	: Chain of critical points to make available the product or service to end-user
	Task	: An assignment or responsibility given or undertaken for performing.
	Technical Skills	: Ability to use the methods, tools, techniques, knowledge of a specialized domain.
	Unity of Command	: An employee should get orders from one superior for correct action.
	Unity of Direction	: The principle states clarity of action. In a large organization, one manager should have one plan instead of his part involvement at different places.

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1.15 CHECK YOUR PROGRESS: POSSIBLE ANSWERS

Check Your Progress 1.1

1. Management can be defined as the attainment of organizational goals efficiently and effectively through planning, organizing, staffing leading, and controlling the resources of the organization.
2. On the demand of British Industries to streamline the availability of cotton, a department 'Revenue, Agriculture and Commerce' at the Central level was established in 1871. It was the end of the nineteenth century when the country under British rule suffered from a series of famines year after year. To understand the cause of famine in a big part of eastern India, a commission was formed, which suggested in its report submitted in 1886 to give special attention towards agriculture. Acting on recommendations of the commission, the decision was taken to create separate departments of Agriculture in six states.

Check Your Progress 1.2

1. In a nutshell the work that managers do in an organization is to support, coordinate and facilitate the activities of others to achieve the organizational objectives.
2. Considering various responsibilities a manager has his roles can

be identified as (1) Informational role involving assimilating and disseminating information as and when required with three sub-roles viz. monitor, disseminator, spokesperson,(2) Decisional role with four sub-roles viz. entrepreneur, trouble handler, resource allocator and negotiator (3) Interpersonal roles with their sub-roles Figurehead, leader and liaison.

3. The term levels of management refer to distinguishing the responsibilities and control between different positions. Generally in a large organization management jobs are identified at three levels (1) top level, (2) middle level, and (3) lower level.

Check Your Progress 1.3

1. Three main skills technical, human, and conceptual were identified by early thinkers as essential basic skills required by a manager. However, managers require different skills to successfully perform other organizational functions such as planning, organizing, directing, controlling, decision making, interpersonal, and leading people in an organization, etc.



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