

Q1. Explain nature and scope of Management System.

Ans:- Nature of Management:-

The essential features of management reveal its **nature** and importance. These are discussed below.

- 1 **Universality:** Management is an universal phenomenon in the sense that it is common and essential element in all enterprises. Managers perform more or less the same functions irrespective of their position or nature of the organisation. The basic principles of management can be applied in all managerial situations regardless of the size, nature and location of the organisation. Universality of managerial tasks and principles also implies that managerial skills are transferable and managers can be trained and developed.
- 2 **Purposeful:** Management is always aimed at achieving organisational goals and purposes. The success of management is measured by the extent to which the desired objectives are attained. In both economic and non-economic enterprises, the tasks of management are directed towards effectiveness (i.e., attainment of organisational goals), and efficiency (is., goal attainment with economy of resource use).
- 3 **Social process :** Management essentially involves managing people organised in work groups; It includes retaining, developing and motivating people at work, as well as taking care of their satisfaction as social beings. All these interpersonal relations and interactions makes the management as a social process.
- 4 **Coordinating force :** Management coordinates the efforts of organisation members through orderly arrangement of inter-related activities so as to avoid duplication and overlapping. Management reconciles the individual goals with the

organisational goals and integrates human and physical resources.

- 5 **Intangible** : Management is intangible. It is an unseen force. Its presence can be felt everywhere by the results of its effort which comes in the form of orderliness, adequate work output, satisfactory, working climate, employees satisfaction, etc.
- 6 **Continuous process** : Management is a dynamic and an on-going process. The cycle of management continues to operate so long as there is organised action for the achievement of group goals.
- 7 **Composite process** : Functions of management cannot be undertaken sequentially, independent of each other. Management is a composite process made up of individual ingredients. All the functions are performed by involving several ingredients. Therefore, the whole process is integrative and performed in a network fashion.
- 8 **Creative organ** : Management creates synergetic effect by producing results which are more than the sum of the individual efforts of the group members. It provides sequence to operations, matches jobs to goals, connects work to physical and financial resources. It provides creative ideas, new imaginations and visions to group efforts. It is not a passive force adopting to external environment but a dynamic life.

Scope of Management:-

Management, like any other subject, deals with clearly defined activities without which its progress is impossible. It confines to concepts, principles and theory related to managerial functions. Enterprise functions which vary from organisation to organisation, are excluded from its purview. So typical enterprise functions viz.,

production, finance, marketing and personnel are outside the scope of management.

Q2. Describe Management Process in details.

Ans:- Management process is a process of setting goals, planning and/or controlling the organizing and leading the execution of any type of activity, such as:

- a project (project management process) or
- a process (process management process, sometimes referred to as the process performance measurement and management system).

Process of Management – With 5 Steps of Management Process

There is plenty of disagreement among management thinkers on the classification of managerial functional process. **Newman and Summer** recognize only four steps in management process, namely, organizing, planning, leading and controlling. **Henry Fayol** identifies five functions of management, viz., planning, organizing, commanding, coordinating and controlling. **Luther Gulick** states seven such steps in management process under the catch word “**POSDCORB**” which stands for planning, organizing, staffing, directing, coordinating, reporting and budgeting.

Warren Haynes and Joseph Massie classify management process into decision-making, organizing, staffing, planning, controlling, communicating and directing. **Koontz and O’Donnell** divide the process into planning, organizing, staffing, directing and controlling.

For our purpose, we shall designate the following six as the functions of a manager:

1. Planning,
2. Organizing,

3. Staffing,
4. Directing,
5. Coordinating, and
6. Controlling that constitute the management process.

1. Planning:

Planning is the most elemental and the most all-encompassing step of management process. If people working in groups have to perform effectively, they should know in advance what is to be done, what activities they have to perform in order to do what is to be done, and when it is to be done. Planning is concerned with 'what', 'how', and 'when' of performance.

Planning thus involves:

- (a) Determination of long and short-range objectives;
- (b) Development of strategies and courses of actions to be followed for the achievement of these objectives; and
- (c) Formulation of policies, procedures, and rules, etc., for the implementation of strategies, and plans.

Every manager performs all these planning functions, or contributes to their performance. In some organizations, particularly those, which are traditionally managed, and the small ones, planning are often not done intentionally and scientifically but it is done in modern, bigger and professional organizations.

2. Organizing:

Organizing involves identification of activities required for the achievement of enterprise objectives and implementation of plans; grouping of activities into jobs; assignment of these jobs and activities to departments and individuals; delegation of responsibility and

authority for performance, and provision for vertical and horizontal coordination of activities.

Organizing thus involves the following sub-functions:

- (a) Identification of activities required for the achievement of objectives and implementation of plans.
- (b) Grouping the activities so as to create self-contained jobs.
- (c) Assignment of jobs to employees.
- (d) Delegation of authority so as to enable them to perform their jobs and to command the resources needed for their performance.
- (e) Establishment of a network of coordinating relationships.

3. Staffing:

Staffing is an incessant and fundamental step in management process. After the objectives have been determined, strategies, policies, programmes, procedures and rules formulated for their achievement, activities for the implementation of strategies, policies, programmes, etc., identified and grouped into jobs, the next logical step in the management process is to procure suitable personnel for manning the jobs.

It comprises several sub-functions:

- (a) Manpower planning involving determination of the number and the kind of personnel required.
- (b) Recruitment for attracting adequate number of potential employees to seek jobs in the enterprise.
- (c) Selection of the most suitable persons for the jobs under consideration.
- (d) Placement, induction and orientation.
- (e) Transfers, promotions, termination and layoff.

(f) Training and development of employees.

4. Directing:

Directing is the function of leading the employees to perform efficiently, and contribute their optimum to the achievement of organizational objectives. Jobs assigned to subordinates have to be explained and clarified, they have to be provided guidance in job performance and they are to be motivated to contribute their optimum performance with zeal and enthusiasm.

The function of directing thus involves the following sub-functions:

- (a) Communication
- (b) Motivation
- (c) Leadership

5. Coordination:

Coordinating is the step of establishing such relationships among various parts of the organization that they all together pull in the direction of organizational objectives. It is thus the process of tying together all the organizational decisions, operations, activities and efforts so as to achieve unity of action for the accomplishment of organizational objectives.

Coordination, as a management function, involves the following sub-functions:

- (a) Clear definition of authority-responsibility relationships
- (b) Unity of direction
- (c) Unity of command
- (d) Effective communication
- (e) Effective leadership

6. Controlling:

Controlling is the step of ensuring that the divisional, departmental, sectional and individual performances are consistent with the predetermined objectives and goals. Deviations from objectives and plans have to be identified and investigated, and correction action taken. Deviations from plans and objectives provide feedback to managers, and all other management processes including planning, organizing, staffing, directing and coordinating are continuously reviewed and modified, where necessary.

Thus, controlling itself involves the following process:

- (a) Measurement of performance against predetermined goals.
- (b) Identification of deviations from these goals.
- (c) Corrective action to rectify deviations.

Q3. What are the contributions of F.W. Taylor in management thoughts.

Ans:-

One of the earliest of these theorists was **Frederick Winslow Taylor**. He started the Scientific Management movement, and he and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity.

Frederick Taylor's scientific management theory, also called the classical management theory, emphasizes efficiency, much like Max Weber's. However, according to Taylor, rather than scolding employees for every minor mistake, employers should reward workers for increased productivity.

Frederick Taylor (1856-1915), developer of scientific management. Scientific management (also called Taylorism or the Taylor system) is

a theory of management that analyses and synthesizes workflows, with the objective of improving labour productivity. The core ideas of the theory were developed by Frederick Winslow Taylor in the 1880s and 1890s, and were first published in his monographs, *Shop Management* (1905) and *The Principles of Scientific Management* (1911). Taylor believed that decisions based upon tradition and rules of thumb should be replaced by precise procedures developed after careful study of an individual at work. Its application is contingent on a high level of managerial control over employee work practices.

Taylorism is a variation on the theme of efficiency; it is a late 19th and early 20th century instance of the larger recurring theme in human life of increasing efficiency, decreasing waste, and using empirical methods to decide what matters, rather than uncritically accepting pre-existing ideas of what matters. Thus it is a chapter in the larger narrative that also includes, for example, the folk wisdom of thrift, time and motion study, Fordism, and lean manufacturing. It overlapped considerably with the Efficiency Movement, which was the broader cultural echo of scientific management's impact on business managers specifically.

In management literature today, the greatest use of the concept of Taylorism is as a contrast to a new, improved way of doing business. In political and sociological terms, Taylorism can be seen as the division of labour pushed to its logical extreme, with a consequent de-skilling of the worker and dehumanisation of the workplace.

Q4. Describe importance and limitations of Planning.

Ans:-

Importance of Business Planning

Planning is an important function of management, it tells the manager where the organization should be headed. It also helps the

organization reduce uncertainty. Let us take a look at some important functions of planning.

1. Planning provides a sense of Direction

Planning means coming up with a predetermined action plan for the organization. It actually states in advance what and how the work is to be done. This helps provide the workers and the managers with a sense of direction, a guidance in a way. Without planning their actions would be uncoordinated and unorganized.

2. Planning reduces Uncertainty

Planning not only sets objectives but also anticipates any future changes in the industry or the organization. So it allows the managers to prepare for these changes, and allow them to deal with the uncertainties. Planning takes into consideration past events and trends and prepares the managers to deal with any uncertain events.

3. Planning reduces Wastefulness

The detailed plans made keep in mind the needs of all the departments. This ensures that all the departments are on the same page about the plan and that all their activities are coordinated. There is clarity in thought which leads to clarity in action. All work is carried out without interruptions or waste of time or resources,

4. Planning invokes Innovation

Planning actually involves a lot of innovation on the part of the managers. Being the first function of management it is a very difficult activity. It encourages the manager to broaden their horizons and

forces them to think differently. So the managers have to be creative, perceptive and innovative.

5. Makes Decision=Making Easier

In business planning the goals of the organization have been set, an action plan developed and even predictions have been made for future events. This makes it easier for all managers across all levels to make decisions with some ease. The decision-making process also becomes faster.

6. Establishes Standards

Once the business planning is done, the managers now have set goals and standards. This provides the manager's standards against which they can measure actual performances. This will help the organization measure if the goals have been met or not. So planning is a prerequisite to controlling.

Limitations of Planning

While business planning is important and a requisite for every organization, it does have some limitations. Let us take a look at some limitations of business planning.

1. Rigidity

Once the planning function is complete and the action plan is set, then the manager tends to only follow the plan. The manager may not be in a position to change the plan according to circumstances. Or the manager may be unwilling to change the plan. This sort of rigidity is not ideal for an organization.

2. Not ideal in Dynamic Conditions

In an economic environment rarely anything is stagnant or static. Economic, political, environmental, legal conditions keep changing. In such a dynamic environment it becomes challenging to predict future changes. And if a manager cannot forecast accurately, the plan may fail.

3. Planning can also reduce creativity

While making a plan takes creativity after that managers blindly follow the plan. They do not change the plan according to the dynamic nature of the business. Sometimes they do not even make the appropriate suggestions to upper management. The work becomes routine.

4. Planning is Expensive

Planning is a cost-consuming process. Since it is an intellectual and creative process, specialized professionals must be hired for the job. Also, it involves a lot of research and facts collection and number crunching. At certain times the cost of the planning process can outweigh its benefits.

5. Not Completely Accurate

When planning we have to forecast the future and predict certain upcoming events in the organization and the industry. So, of course, there cannot be hundred per cent certainty in such cases. So it can be said that business planning lacks accuracy

Q5. Differentiate between strategic planning and Tactical Planning.

Ans:-

Strategic vs. Tactical Planning

Strategic planning lays out the long-term, broad goals that a business or individual wants to achieve. And tactical planning outlines the short-term steps and actions that should be taken to achieve the goals described in the strategic plan.

Your strategic plan provides the general idea of how to reach a goal, and the tactical plan is where you lay out the steps to achieve that goal.

Since the objectives set in the strategic plan are more general and evaluated over a longer period of time, strategic planning typically occurs at the beginning of a year, quarter, or month. And strategic plans should be reviewed every quarter at least.

Tactical planning occurs after the strategic plan is outlined, and the tactical plan can be re-examined on a more frequent basis (e.g., daily, weekly, monthly) if need be.

For example, if your team is consistently struggling to hit a monthly sales quota, then it's likely time to re-evaluate the tactics the sales reps are using to prospect and close. Or the quota strategy might need to be adjusted depending on how badly the sales team is missing the mark.

A sales plan encompasses both strategic and tactical planning and contributes to an organization's overarching sales strategy. It outlines the broad goals your sales team and reps should strive for, and it creates an action plan to reach them.

The strategic plan sheds light on the mission, objectives, and future goals of the organization or individual. Managers, VPs, and executives typically create strategic plans for an organization, but this type of plan can also be used by individuals to achieve personal or professional goals.

These are the key components to include in a strategic plan:

Mission and background of the business or situation: Where do you currently stand? And where do you want to be in the future?

Goals and objectives: What would you like to achieve?

DRIs (directly responsible individuals): Who's responsible for these goals?

Strategic and tactical planning provide guidelines for businesses, teams, and individuals to follow. And the tactical plan outlines exactly how they'll achieve the final result.

Tactical Planning

Tactical planning occurs after a business, team, or individual has created a strategic plan that outlines general goals and objectives. A tactical plan describes the steps and actions that must be taken to achieve the goals from the strategic plan. Tactical plans can be created on a daily, weekly, monthly, quarterly, or yearly basis depending on the end result that needs to be accomplished.

Once you've created your strategic plan, it's time to determine the tactics you'll use to reach your goals. This is where the tactical plan comes into play.

It's used to outline the steps a business or individual will need to take to accomplish the priorities that have been set. Here are a few things to consider when developing your tactical plan:

- What is the timeline for achieving these goals?
- Are there tools or resources that are necessary to accomplish these objectives?
- What specific actions should be taken to achieve the intended outcome?

Your tactical plan will provide the answers to these questions to help you meet the objectives of the strategic plan.

So, what do strategic and tactical planning look like in practice?

Tactical Planning Examples

While strategic and tactical plans can vary by company or industry, there are some that can apply to many sales organizations and teams.

Here are a few examples that are common for sales teams and reps. The strategic plans are numbered, and the tactical plans are outlined below.

1. Fill my pipeline with more leads over the next two weeks.

- Spend an hour prospecting each day.
- Leverage social selling and join five LinkedIn Groups that your prospects belong to.
- Attend an industry networking event.

2. Close more Enterprise deals each month.

- Enroll reps in a hands-on training session in your Enterprise product offerings.
- Set a goal for each rep to schedule at least three demos with enterprise-level prospects this quarter.
- Create an incentive for those that close the most Enterprise deals in the month.

3. Hire 20 more entry-level sales representatives by the end of Q1.

- Create a hiring profile that candidates should meet.
- Develop a LinkedIn outreach campaign to find and attract new talent.
- Attend career fairs at 15 local universities.

With a solid strategic plan and a detailed tactical plan, you'll be well-equipped to achieve your goals. To learn more, read the ultimate guide to sales operations next.