



HighApproach



NOTICE OF APPRECIATION

We, at HighApproach, extend our warmest gratitude to **Ms. Sandhya Sah** for her generous contribution of invaluable educational resources. Your efforts have significantly bolstered our goal to deliver high-quality education and support to our learners across the globe.

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CH-1

Introduction To Management

1. Concept of Management and Business management
2. The Management Process
3. Types of Managers
4. Management challenges
5. Acquaintance to task and (general) Environment of Business
6. Analysis of Task Environment using porter model
7. Preparation of Company Profile focusing task environment
8. Case Analysis
9. Quiz

Management:-

It refers to the process of planning, organizing, and controlling resources to achieve specific goals. It involves tasks like decision-making, coordinating and leading a team or organization.

Key skills required for effective management:-

To be an effective manager, some key skills include communication, problem solving, decision making, leadership & the ability to work well with others. These skills help managers navigate challenges, motivate their team & achieve goals.

Effective communication techniques for managers:-

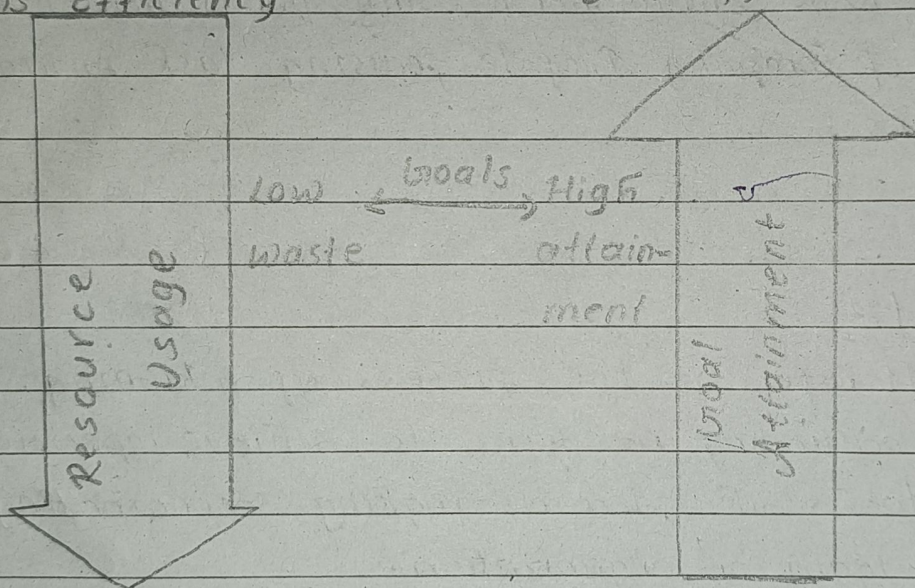
As a manager, effective communication techniques include active listening, clear & concise

messaging, asking open-ended questions, providing feedback, and being approachable and accessible to your team. It's crucial to foster an open and transparent communication environment to ensure everyone is on the same page and feels heard.

Efficiency & Effectiveness

Means Efficiency

Ends Effectiveness



High waste = Low productivity

Trends in Management :

- ↳ Management is a constantly evolving field with a wide variety of formal & informal approaches & perspectives.
- ↳ While new management perspectives are emerging everyday in manufacturing, technology, software & social entrepreneurship.

Roles & Responsibilities of Manager :-

→ A manager is someone who oversees a team or department and is responsible for planning, organizing and controlling resources to achieve specific goals.

Roles and responsibilities of a manager include :-

1. Planning :-

Manager set goals, develop strategies, and create action plans to achieve those goals.

2. Organizing :-

Managers allocate resources, assign tasks & create a structure to ensure the smooth functioning of the team or department.

3. Leading :-

Managers inspire & motivate their team, provide guidance & foster a positive work environment.

4. Controlling :-

Managers monitor progress, evaluate performance and make adjustments to ensure goals are met.

Moreover, Decision making, communication skills, Team development also is crucial depending on the organization or specific position above are some of the key roles and responsibilities of a manager.

Some important Definition of Management

F.W Taylor, "Management is the art of knowing what to do, when to do & see that is done in the best & cheapest way."

Harold Koontz: "Management is the art of getting things done through & with people informally organized groups."

Henry Fayol, "To manage is to forecast and to plan, to organize, to command, to coordinate & to control."

Management Approaches (धारणा व्यक्त गर्नु)

- ↳ Management as an activities
- ↳ Management as a process
- ↳ Management as a discipline (विद्या)
- ↳ Management as a group

Explained

Business Management: is the coordination and organization of business activities.

Branches:-

- ↳ Financial Management
- ↳ Marketing Management
- ↳ Sales Management
- ↳ Human resource Management
- ↳ Strategic Management
- ↳ Production Management
- ↳ Program & Project Management
- ↳ Knowledge Management

The main idea of Business Management System is to give management the tools for monitoring, planning & controlling their activities & measure the performance of a business.

Financial Management:- refers to the process of planning, organizing, directing and controlling the financial resources of an organization. It involves making decisions related to budgeting, investment, financing & risk management. The goal of financial management is to maximize the value of the orgⁿ & ensure its long-term financial stability. It includes activities such as financial planning, financial analysis & financial reporting. Effective financial management is crucial for business to achieve their financial

goals & make informed decisions.

2. Marketing Management :- involves the planning, implementation & control of marketing strategies & activities to achieve organizational goals. It includes identifying target markets, conducting market research, developing marketing plans, & overseeing the implementation of marketing campaigns. Marketing managers are responsible for analyzing consumer behaviour, determining pricing strategies, managing product development & coordinating promotional efforts. They play crucial role in driving customer engagement, brand awareness & ultimately business growth. # #

Sales Management :- is a crucial aspect of business operations. It involves planning, organizing and directing the sales activities of a company to achieve sales targets & maximize revenue. Sales managers are responsible for setting sales goals, developing sales strategies, & overseeing the sales team. They also analyze market trends, identify potential customers, & monitor sales performance. Effective sales management involves building strong customer relationships, training & motivating the sales team, & continuously evaluating & improving sales processes.

Human Resource Management :- often referred to as HR or Management or HRM, is a vital function within organizations. It involves the effective management of an organization's human capital, including recruitment, hiring, training performance management, employee relations & compensation. HR managers are responsible for ensuring that the organization has the right people with the right skills in the right positions. They also play a crucial role in fostering a positive work culture, promoting employee engagement & addressing employee concerns.

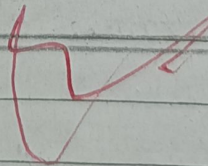
Strategic Management :- involves the formulation & implementation of long-term plans & objectives to achieve a company's goal. It helps organizations make informed decisions about resource allocation, competitive positioning & future growth opportunities. It involves assessing market trends, evaluating competitors, identifying strengths & weaknesses & aligning resources to maximize performance & gain a competitive advantage.

Production Management :- is about effectively planning, organizing & controlling the activities involved in producing goods or services. Production managers play a crucial role in

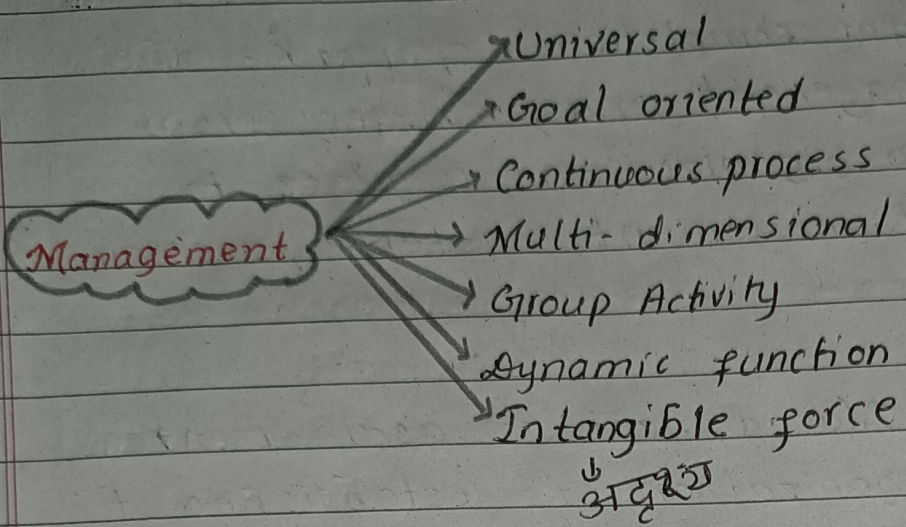
ensuring that everything runs smoothly, from coordinating resources & schedules to monitoring quality & optimizing efficiency.

Program & Project Management :- are both crucial disciplines in the field of management. Program management involves overseeing a group of related projects while project management focuses on the planning & execution of individual projects. Program managers coordinate & manage the interdependencies between projects, while project managers handle the day-to-day management of specific projects.

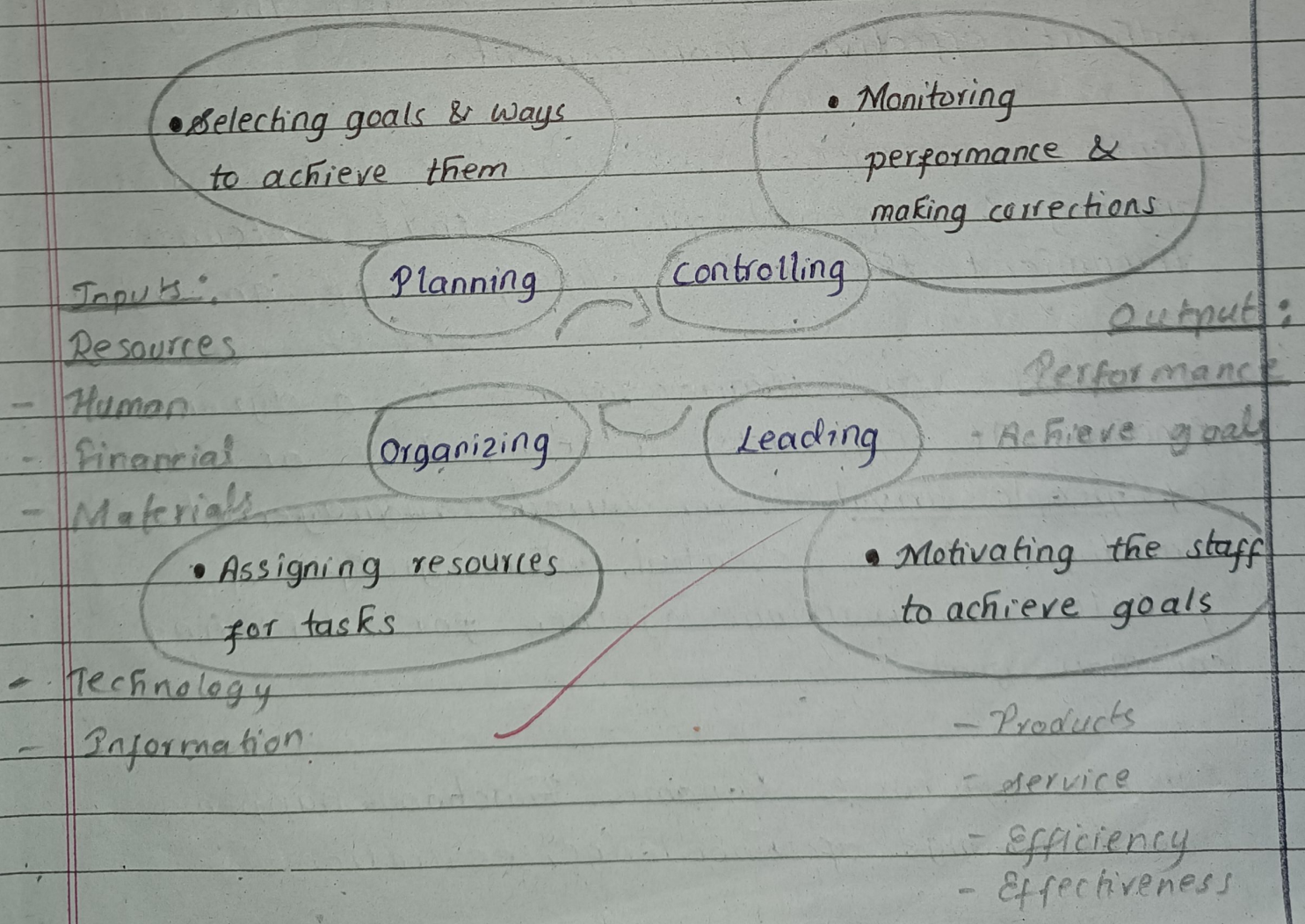
Knowledge Management :- It is about effectively managing & utilizing the knowledge within an organization. It involves processes, strategies & tools to capture, organize, store & share knowledge. By implementing knowledge management practices, organizations can leverage expertise, promote collaboration & preserve institutional knowledge.



Characteristics of Management



The Management Process



* Characteristics of Management :-

1. Universal :- It helps to develop certain rules, system & procedures for completion of work. The process of management may differ from organization to organization & place to place. Hence, Management system is essential everywhere.

2. Goal Oriented :- Management is goal oriented process. Every organization is established to achieve a specific objective. A manager carries various activities so that organizational goal can be achieved within the said time. It is not possible to get the goals without effective management.

3. Continuous process :- It explains about the ongoing & perpetual process that extends throughout the entire lifespan of an orgⁿ.

4. Group Activity :- Management is a dynamic function. It represents a team, class or section of people involved in various managerial functions. It is essential where groups of people are working together for achieving common goals.

5. Dynamic Function :- Dynamic Function happens due to change of knowledge, education, skills

& efficiency of people. Hence, Managers must be flexible with the changing environment of the society.

6. Multi-dimensional :- It is a complex process involving not just one but various dimensions. There are three main dimensions of management.

- i. Managing the work
- ii. Managing the people
- iii. Managing the operations

7. Intangible force :- Management cannot be touched or seen, its effect can only be experienced & the benefit can only be enjoyed. It is the task of the management to bring them together in sync in such a way that they help in reaching already set result.

TYPES OF MANAGERS

1. On the Basis of Level of management
 - a. Top-level Managers
 - b. Middle-level Managers
 - c. Lower-level Managers / operational managers
2. On the Basis of Nature / Area of Managerial job
 - a. Generalist Manager
 - b. Functional Manager
 - c. Staff Manager

Managerial Skills :

A skill is an acquired & learned ability to translate knowledge into performance. It is the competency of a person that allows his performance to be superior. All managers need to possess various skills which are necessary to carry out their jobs successfully.

(Lower Level management)

Technical skills :- Necessary to accomplish or understand the specific kind of working done in an organisation. The persons who are working with tools & techniques are needed such skill. eg: Engineers, Scientists, computer programmers etc. Technical skills are essential for first line managers who

spend their time in training their subordinates & clear their doubts regarding work.

Top, Middle & lower level management

Human skills:- ability to work with other people in a cooperative manner. Essential to hence effective team work in the organisation. It involves patience, understanding trust & genuine involvement in interpersonal relationship.

Top Level management

Analytical skills:- Essential to identify key factors & to understand the interrelate roles they play in a given situation. Helps a manager to establish cause & effect relationship. These skills also help a manager for problem identifying, solving & decision making.

~~Conceptual skills~~ - Top Level management
~~Technical skills~~ - Lower level management
Middle level management

*Human Skills

Changing jobs of Managers

- a. **Specialist to generalist** :- Managers in general were working as a specialist for a particular functions like production, marketing, sales, human resources, financial management etc. But in these days, managers need to work as a generalist manager as they have to deal with multiple tasks under their regular jobs.
- b. **Adventure in Multi-tasking** :- Managers need to engage in many other tasks than only one regular job, complaint handling, negotiation, counselling, communication, meetings, dealing outsiders competitors or regulatory bodies, report analysis, mail responding etc are the regular activities to be engaged with regular tasks.
- c. **Network Building** :- Managers need to focus on specific issues for developing speciali- zation & competence. Managers need to build networks with broader perspective. They need to develop the networks of suppliers, vendors & other strategic allines.
- d. **Working in interdependence manner** :- Managers should develop teams & networks for efficiency & effectiveness. They need to

initiate & inspire people with greater acceptance approach.

e. **Working speed dial approach**:- Managers nowadays need to live in speed dial i.e. they have to think quick, decide fast & deliver in shortest moments for greater efficiency.

f. **Mentoring**:- Manager motivate & train employees through mentorship. To respond the increasing problem of turnover of knowledge workers, managers should create career opportunities & mentor to them.

Management Challenges.

1. **Globalization**:- Globalization in management poses challenges due to increased interconnectedness across borders. Companies face issues like cultural differences, diverse regulations, & the need for effective communication.

2. **Quality & productivity**:- They are key management challenges. Quality involves delivering products or services that meet the customer expectations & satisfaction. Productivity focuses on efficiency in utilizing resources to achieve goals.

3. **Ethics & social responsibility** :- It helps in making morally sound decisions in business. Managers face the challenge of ensuring fairness, honesty & integrity in their actions & policies.
4. **Technological Advancement** :- It poses a management challenge as it requires adapting to new tools & systems. Managers must stay updated on technology trends, integrate innovations efficiently & ensure employees are equipped with the necessary skills.
5. **Workforce diversity management** :- It involves handling differences among employees, such as varying backgrounds, experiences & perspectives. Effectively managing a diverse workforce requires understanding, communication & creating an inclusive environment that values & utilizes strengths of each individual.
6. **Temporary workforce** :- Balancing the flexibility of temporary staff with the need for continuity & productivity is a key challenge in temporary workforce management.

7. **Change management** :- It involves guiding an organization through transitions. Managers need to communicate effectively, address concerns & support employees during the process. Successfully navigating change requires leadership, clear communication & strategies to help the team adapt to new ways of working.
8. **Employee empowerment** :- It is a management challenge involving granting employees more autonomy & decision-making authority. It requires trust, clear communication, & providing the necessary resources & training. Balancing empowerment with maintaining overall organizational goals & standards is key for effective management in fostering a motivated & engaged workforce.

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TYPES OF BUSINESS ENVIRONMENT

Business Environment

Internal Environment

External Environment

- ↳ Organizational resources
- ↳ Organizational structure
- ↳ Organizational culture
- ↳ Goals & principles
- ↳ Other factors

Task Environment

- ↳ customers
- ↳ Suppliers & distributors
- ↳ Financial institutions
- ↳ Interest & Pressure groups
- ↳ Government
- ↳ Competitors

General Environment

Economic Environment

- ↳ Economic system
- ↳ Economic policy
- ↳ Economic conditions
- ↳ Global economic situations

Political Environment

- Constitution
- Political system
- Separation of power
- Government-business relationship
- International political events

Socio-cultural Environment

- Socio institutions
- Demographic factors
- Attitude & beliefs
- Religion & language
- Socio class
- other factors

Technology Environment

- Level of technology
- Pace of technology change
- Acquisition policy
- ICT
- Technology transfer policy

Internal Environment

Organization have their own environment consisting of many forces situated within organization which is known as internal environment.

- i. **Organizational resources** :- Employees are the most important part of organizations. Availability of such resources like technology, capital, raw material etc are crucial ~~imp~~ resources influencing organizational effectiveness & productivity.
- ii. **Organization structure** :- The overall framework of organization's roles, rules & hierarchy & authority-responsibility system affects the organization objectives.
- iii. **Organization culture** :- Culture includes the shared norms beliefs & values that guide the employee's behavior in organization.
- iv. **Organization goals & principles** :- Every organization has specific goals which are desired outcomes of that organization. Organizational goals, objectives, policies are also crucial factor of business environment.
- v. **Other factors** :- Communication systems, nature of products, size of organization, leadership style, control system etc are also the internal factors of business environment.

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External Environment - It is composed of the factors consisting beyond the organizational scope. It provides opportunities & threats.

1. Task environment:- An organization is formed with many stakeholders like customers, suppliers, competitors, financial institution, distributors & other interested groups.

i. **Customer**: As customer interest, desire & wants are changing according to the changes in fashion, organization should develop suitable products to satisfy them.

ii. **Suppliers & Distributors**:- Suppliers are related stakeholders of an organization who supply the required raw materials, semi-finished goods, human resources, technology, office supplies & other necessary resources.

iii. **Financial institutions**:- The terms & conditions of loan agreements, interest rate, other charges etc are influenced by availability of financial institutions & their regulations.

iv. **Interest & Pressure groups**:- The advocate in favor of society & customer welfare in relation to quality, price, service, environmental protections, human rights & wastage management.

v. **Government** :- Policies like liberalization, privatization, centralization, taxation, fiscal etc directly affect the business environment.

vi. **Competitors** :- Intense competition decreases the market proportion while it gives pressure for improving quality & reducing price.

2. **General Environment** :- They influence continuously to the organizational activities & provide similar effects to all business organizations.

i. **Economic environment** :- Major factors are economic dimensions of country, monetary, fiscal & economic policies, role of pvt. sector, business cycle, condition of capital market & effects of globalization etc.

• **Economic system** :- Three modes of economy in world.

- i. **capitalist** - free & open market economy in which pvt. sector remains major.
- ii. **socialist** - closed market economy in which govt. enterprises play an important role.
- iii. **Mixed** - proper combination of pvt & public sector.

• **Economic policy** :- Monetary policy determines & manages the money supply, inflation rate, interest rate controlling measures of banks & financial institutions etc.

- **Economic condition:-** Economic growth rate, purchasing power of people, per capita income, size & nature of economy, business cycles, availability & development of capital, developing stage of national economy etc are the important factors which affect business activities of an organization.
- **Globalization economic situation:-** Economic environment is affected by the internal growth rates & inflation rates activities of regional & int'l economic association, & other int'l incidents.
- ii) **Political Environment:-** Business orgⁿ should undertake political risk analysis prior to investing starting a new project or expansion of existing business.
- **Constitution of country:** It sets the power limit of different right of to the citizens. Every business organization must consider these rights & constitutional provisions while making the organization strategies.
- **Political system:-** There can be autocratic or democratic political system in country but latter is favourable for the organizational development.

- **Separation of power** :- Generally every political system comprises three major branches: legislature, executive & judiciary. These three are interrelated & interdependent.
- **Government - business relationship** :- Govt. plays vital role in promoting or discouraging any specific business in the country. They both are interrelated & should have better relationship.
- **International political events** :- The general environment of business organizations can also be affected by the int'l political activities & events.
- **Other factors** :- Judiciary system of country, role of political parties, political stability, condition of political & human rights etc also influence the organizational activities.
- iii. **social-cultural environment** :- The activities of business organization are affected by problems of poverty & illiteracy; family system, culture, religion, traditions, life styles etc.
- **Social institutions** :- structure of such organizations has been changing with the changes of social & economic factors. So, organization should adjust their environment with the change of social institutions.

- **Demographic factors** :- Size & distribution of population, age mix, migration rate, urbanization rate, population growth rate etc also are crucial components of business organization.
- **Attitudes & Beliefs** :- Attitudes mean a way of thinking or behaving toward a person, object, idea or activity. Beliefs are descriptive thoughts about something based on knowledge, opinion or faith.
- **Religion & language** :- Language is a prominent part of culture & religion is a major influencing force for shaping the attitudes, beliefs, motivations & values of culture.
- **Social class** - The need of various social classes differs because of economic strengths. So, business organization should produce goods & services to meet the requirements of specific social class.
- **Other factors** :- The general business environment is affected by many other social-cultural factors like life style of society, literacy rate, superstition, caste system etc.

iv. **Technological environment**:- Organization having new technology can produce cheaper & quality products than the old technology.

- **Level of technology**:- To use the appropriate level of technology, organization needs not only skilled HR to operate it but also the sufficient capital to own it.
- **Pace of technological change**:- Technology once adopted cannot be changed quickly as it requires high capital & trained human resources.
- **Acquisition or making policy**:- Management should make strategic decisions considering the cost, productivity, quality, social effect & flexibility while acquiring the new technology.
- **Technology transfer policy**:- Method of transferring technology are FDI, globalization, strategic alliance, technical assistance etc. Countries specify specific methods of technology transfer which strongly affect the goal activities of organization.
- **ICT**: Use of computer & new communication technology makes easier for processing & transmitting the data.

Key words

- **Management**:- Art of getting things done through others
- **Administration**:- Administration is concerned with the determination of overall objectives & policies of an enterprise.
- **Managerial skill**:- A skill is an acquired & learned ability to translate knowledge.
- **Technical skill**:- skill required to accomplish or understand the specific kind of work done in an organization.
- **Conceptual skill**:- skill required to understand the overall working of the organization
- **Objectives**:- End to a specific course of action.
- **Organization**:- It is a group of people formed to achieve prescribed goal.
- **Universality**:- It refers to application of knowledge & skills through out the world.

ACQUAINTANCE TO TASK & General Environment of Business

A set of elements that define the atmosphere within the company's structure. **Plans & Policies.**

Value Proposition, brand equity, mgmt, hard etc.

General environment:

everything outside an organization's

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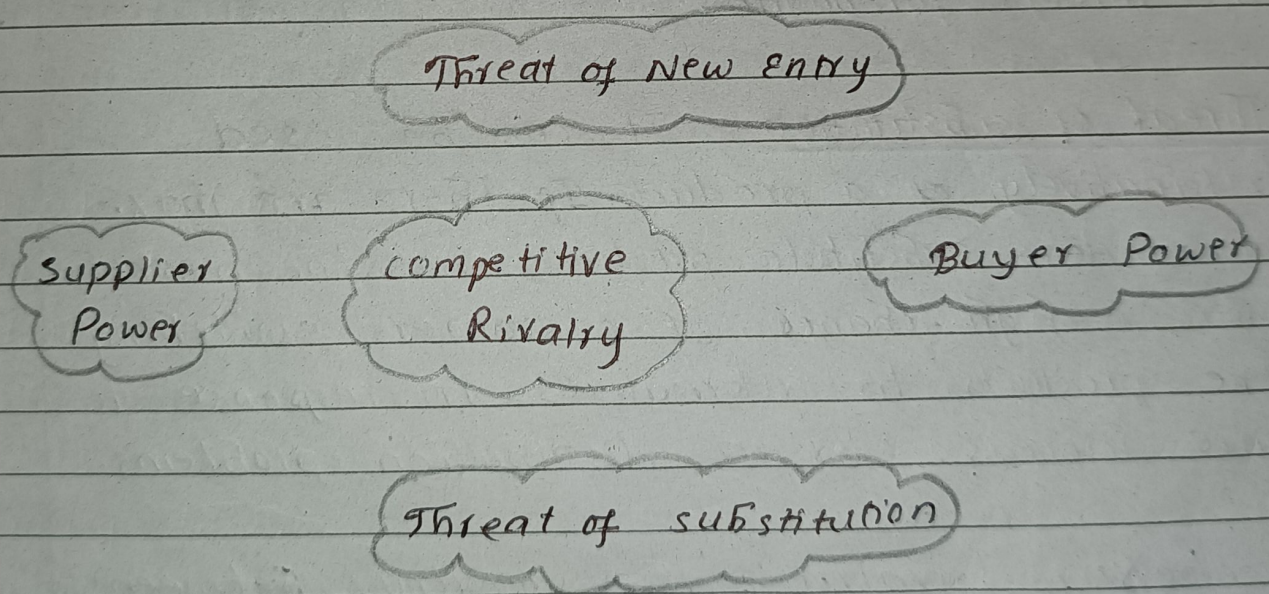
Boundaries - economic, legal, political, socio-cultural, international & technical forces

Task environment:

specific external groups & organizations that affect the firm:

customers, competitors, suppliers, government regulations, special interest groups, & the labor force itself.

Analysis of Task Environment using Porter model.



~~Commercial Bank~~

1. Bargaining power of supplier:

It is the assessment of supplier. We need to examine the number suppliers of each essential input; uniqueness of their product or service; relative size & strength of the supplier; & cost

of switching from one supplier to another.

2. Threat of new entry :- Probable new competitors in the market are new entry. The threat of new entry in the growing & profitable markets remains always high which decreases the future profitability.
3. Bargaining power of buyers :- Buyers are the individual & or organizations who purchase the products. More powerful buyers are the threats for business.
4. Threat of substitution :- It can be used alternatively of a product. If there are max. no. of close substitute products in the market, there is high chance of customer switching the products to alternatives in response to price increase or in distribution problems.
5. Competitive rivalry :- The rivalry between the competitors is termed here competitive rivalry. If there are more competitors at the same market producing & selling same product range in terms of price, quality & perceived value, then the rivalry level remains high.