

Role of Management in Industry

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A manager is responsible for planning, organizing, directing, and managing to fulfill the goals of the company. It has been argued that these functions do not adequately describe the management process (Figure 3.1). In contrast to these managerial functions, Henry Mintzberg defined the role of administrators to identify what managers perform in businesses [1], [2].

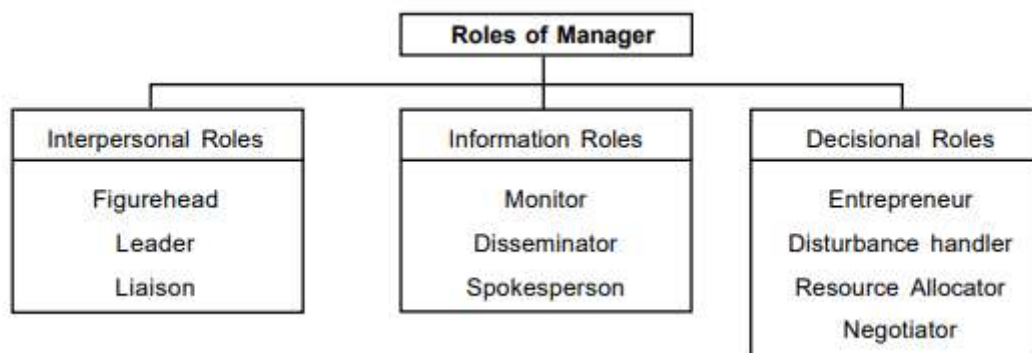


Figure 3.1 Represent the Roles of the manager.

Interpersonal role: This role is involved with his interactions with people, both within and external to the company. Interpersonal roles are classified into three types:

1 Head Position: In this capacity, the manager must execute ceremonial tasks such as attending staff social occasions, escorting an important client to lunch, and so on.

2 Leader Position: A managers leader job include inspiring and encouraging subordinates.

3 Liaison: In the liaison job, the manager acts as a contact between his organization and outsiders. Managers must build relationships outside of their vertical chain to get information beneficial to their firm.

Communication is required for information jobs. Informational responsibilities are classified into three types:

1 Monitor: In his monitoring job, the manager gathers information on all the aspects that impact his operations constantly. Such elements might be internal or external to the company.

2 Disseminator: In the disseminator job, the manager shares part of his protected knowledge with subordinates who would otherwise be unable to get it.

3 Spokesperson: As a spokesperson, a manager promotes his company to outsiders like consumers, suppliers, financiers, the government, and other societal authorities.

Decisional responsibilities include selecting the best suitable choice from all alternatives to fulfil organizational goals effectively. Managers play four roles in their decision-making duties:

1. Entrepreneur: A manager, like an entrepreneur, accepts some risks in terms of the result of an activity. A manager is continuously on the lookout for fresh ideas and strives to enhance his unit by adapting it to a changing environment.

2. Disturbance Handler: In this capacity, the manager acts like a firefighter, containing forces and occurrences that disrupt the usual operation of his business. Employee complaints and grievances, strikes, raw material shortages, and so forth are examples of forces and occurrences.

3. Negotiator: The managers function as a negotiator entails negotiating with different groups inside the company. Employees, stockholders, and other outside agencies are examples of such organizations [3], [4].

Readers should be aware that managing functions and roles do not exist in opposition to one another; rather, they are two ways of understanding what managers perform. Any of these positions may be combined with the prior management categorization shown in Figure. 3.2.

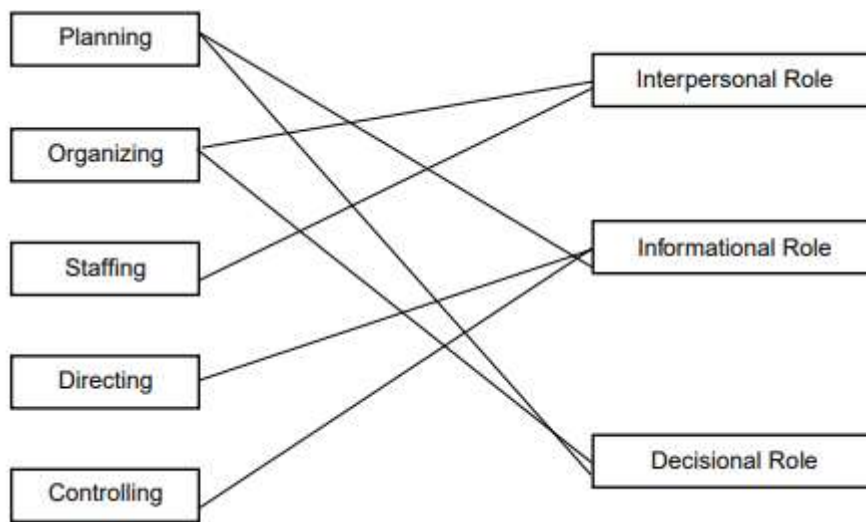


Figure 3.2 Represent the Functions and roles of managers.

Levels of Management

Individuals in an organization are structured in a hierarchy and all have a superior-subordinate relationship. Every manager in a company is responsible for all five management duties. The proportional significance of these functions’ changes with the management levels. There may be as many organizational levels as there are superiors in a chain of command. Several of these levels are amalgamated into one due to the nature of the duties performed and the power held. E.F.L. Brech has defined managerial levels into three groups - Supervisory/Lower Management, Middle Management, and Top Management



Figure 3.3 Represent the Levels of management.

A company's top management comprises its board of directors, chairman, and CEO. Goals and objectives are set by top management. It is in charge of general planning, organization, staffing, directing, and managing (Figure 3.3). It integrates the organization with its surroundings, balances interest groups, and is accountable for overall outcomes. Intermediate management is the degree of management between top management and supervisory management. Middle-level management develops departmental plans and performs duties to achieve particular objectives. Further tasks of middle-level management include staff training and development, as well as merging multiple departments. Supervision leadership is worried about the organizations resource use efficiency. A supervisor is a policy and procedure executor who makes a series of judgments based on well-defined and detailed premises.

Management has existed in some shape or another in every nook and corner of the planet to serve the downfall of civilization. While the twentieth century is known as the Age of Scientific Management, this does not imply that management was completely absent in previous centuries. The period from 1700 to 1800 emphasizes the industrial revolution and the assembly lines. It also emphasises the significance of direction as a management role. Many economists explained the notion of management throughout this period. Adam Smith, for example, emphasized the principle of division of labor, Jacques Turgot, the necessity of direction and control, and Baptiste, the value of planning. But, with the emergence of the Joint Stock Corporation in the second part of the nineteenth century, management evolved as a distinct subject. This kind of company separated management from ownership, resulting in labor inefficiencies and insufficient salary payment mechanisms [5], [6].

People started to acknowledge management as a distinct branch of study in quest of a solution to this challenge. Management evolved into a more scientific field with established concepts and procedures over the twentieth century. The examination of management thinking during this time may be divided into two parts:

1. Early Management methods represented by Taylors scientific management, Foyals administrative management, and the human relations movement, and
2. Later Management approaches.
3. Contemporary management techniques, which include the behavioral approach, the quantitative/management science approach, the systems approach, and the contingency approach.

Taylors Scientific Management

F.W. Taylor began his career as an apprenticeship at a steel firm in the United States and rose through the ranks to become Chief Engineer. Taylor and his colleagues conducted the first systematic research in management. In 1910, he founded a new movement known as scientific management. Taylor is renowned as the Father of Scientific Management, and he established the following scientific management concepts.

1. **Separation of Planning and Doing:** Before Taylor, a worker would determine or plan how he would accomplish his task and what machinery and equipment would be needed to complete the activity. Nevertheless, Taylor distinguished between the two tasks of planning and acting, emphasizing that planning should be delegated to professionals.
2. **Functional Foremanship:** Taylor pioneered functional foremanship in the supervision and directing of workers. The planning function is handled by four people i route clerk, ii an instruction card clerk, a time and cost clerk, and a disciplinarian, while the operational function is handled by four people speed boss, inspector, maintenance foreman, and gang boss.
3. **Scientific Management Components:** The primary scientific management elements are:
 - a. Work study including work important and work measurement employing technique and time study.
 - b. Standardization of tools and equipment for workers, as well as better working circumstances.
 - c. A centralized personnel department conducts scientific selection, placement, and training of staff.

Bilateral mental revolution: Scientific management entails a comprehensive mental revolution of workers toward their job, their coworkers, and their bosses. Mental revolution is also necessary on the management side, including the foreman, superintendent, owners, and board of directors.

Financial Incentives: Taylor implemented a differential piece-rate system to push employees to do more and better work. Taylor believes that wages should be determined by individual performance as well as the position that a person has.

Economy: Division of labor and specialization is used to maximize production. Scientific management considers not only technical concerns but also profit and economics. Cost estimation and control approaches should be used for this aim.

Henry fayols Administrative Management

Henry Fayol was a French mining engineer who rose through the ranks to become a major industrialist and successful manager. Fayol established a wide analytical framework for the administration process. He used the term Administration to refer to what we now call management. At the organizational level, Foyal concentrated on broad administrative and management activities and procedures. Foyal classified corporate operations into six categories: technical, financial, accounting, security, and administrative or managerial. He concentrated on the last managerial action and described management as five functions: planning, organising, commanding, coordinating, and controlling. He constantly underlined that these management tasks are the same at every level of an organisation and are applicable to all sorts of companies.

Foyal provided 14 management principles as broad guidelines for the management process and management practice. His management concepts are as follows:

1. Division of Labour: This is the principle of specialization that economists so clearly explain as being required for labour efficiency. Fayol extends the notion beyond shop labour, applying it to all types of work, administrative and technical alike.

2. Authority and Responsibility: According to Fayol, authority and responsibility are tied to the letter, with the former being a consequence of the latter. The conceives of authority as a blend of formal authority emanating from a manager's official position and personal authority, compounded of intellect, experience, moral value, prior services etc.

3. Discipline: Believing that discipline is respect for agreements which are focused at producing compliance, application, energy and the outward indications of respect.

According to Fayol, discipline requires excellent superiors at all levels, clear and fair agreement, and the sensible administration of punishments.

4. The idea of unity of command states that an employee should only receive commands from one supervisor.

5. According to Fayol, unity of direction is the notion that any set of activities with the same goal must have a single head and a single plan. In contrast to the idea of the unity of command, Fayol sees the unity of direction as tied to personnel functioning.

6. Individual interest should be subordinated to collective interest: In any group, the groups interest should take precedence over the individuals; when they are discovered to conflict, it is the responsibility of management to reconcile them.

7. Fayol believes that salary and payment systems should be fair and provide maximum pleasure to both employees and employers.

8. While Fayol does not use the word centralization of power, his theory relates to the degree to which authority in a company is centralized or diffused. Particular conditions will decide the level of centralization that produces the highest overall output.

9. Fayol considers the scalar chain to be a line of authority, a Chain of Superiors from the highest to the lowest ranks, and believes that, while it is a mistake for subordinates to deviate necessarily from lines of authority, the chain should be short-circuited when strict adherence to it would be detrimental.

10. Separating this concept into Material order and Social Order, Fayol views of it as the basic edge of a place for everything everyone, and everything in its place. This is primarily an organisational concept in the arrangement of objects and people.

11. According to Fayol, this concept is about inspiring loyalty and commitment from employees via a mix of kindness and fairness in managers interacting with subordinates.

12. Considering that such instability is both the source and outcome of poor management, Fayol emphasises the perils and costs of needless turnover.

13. Initiative is defined as the formulation and implementation of a strategy.

Since it is one of the Keenest pleasures for an educated man to have, Fayol exhorts managers to Sacrifice Personal Vanity in order to allow subordinates to enjoy it.

Human Relations Approach

Human rationalists also known as neo-classicists concentrated on the human side of business. They highlight that an organisation is a social structure, with the human aspect being the most significant component. Elton Mayo and colleagues performed studies known as Hawthorne experiments to explore informal groups, informal relationships, communication patterns, internal leadership patterns, and so on. Elton Mayo is widely regarded as the founder of Human Relations School. As a consequence of Hawthorne's investigations, the human relationists presented the following points.

1 Social System: The organisation as a whole is a social system made up of many interconnected pieces. Individual roles are defined by the social system, and standards are established that may vary from those of formal organisations.

2 Social Environment: The social environment of the employment impacts and is impacted by the employees.

3 Informal Organisation: The informal organisation exists inside the framework of the formal organisation and influences and is impacted by it.

4 Group Dynamics: In work, employees often respond and react as members of a group rather than as individuals. Individual employees' attitudes and performance are heavily influenced by the group.

5 Informal Leader: As opposed to formal leadership, informal leadership is emerging, and the informal leader establishes and enforces group standards.

6 Non-Economic Reward: Money is one of, but not the only, motivators of human behaviour. Man is diversely driven, and sociopsychological elements play a significant role in motivating him.

Modern Management Approaches

This is a more refined and mature form of the human relations method. Douglas McGregor, Abraham Maslow, Curt Levin, Mary Parker Follett, Rensis Likert, and others have all contributed to this method. Behavioral Scientists see the conventional method as extremely mechanical, which tends to diminish the human spirit. They favor more adaptable organisational structures and tasks that are designed around the strengths and aptitudes of typical individuals. The behavioral approach has yielded the following results.

- 1 Decisions are made in an inefficient way due to practical and situational limits on human logic. Behaviorists place a high value on participatory and collaborative decision-making.
- 2 Instead of imposing control, behavioral scientists support self-direction and control.
- 3 Behavioral scientists see the organisation as a collection of people with certain purposes.
- 4 Although democratic-participative leadership styles are preferred by behavioral scientists, authoritarian, task-oriented approaches may also be suitable in some situations.
- 5 They imply that various persons have varied reactions to the same scenario. No two individuals are identical, and managers should adjust their efforts to influence their employees based on their requirements.
- 6 They realize the inevitability of organisational conflict and change.

Quantitative Approach

The quantitative method also known as the management approach began during the Second World War, when each participating nation was attempting to find answers to a variety of new and complicated military challenges. The multidisciplinary teams assembled for this reason were referred to as operation research teams. These operation research teams provide a mathematical foundation for military choices. These quantitative techniques are then utilised to make judgements in business, industry, and enterprise.

The quantitative approach focuses on decision making and provides tools and approaches to help people make objectively sensible judgements. Objective rationality is defined as the capacity and desire to take a logical, unemotional, and scientific approach to linking means to aims and envisioning the whole decision environment. This method promotes disciplined thinking while outlining management issues and developing linkages between the variables involved. This method is extensively utilised in planning and control operations when issues can be quantified.

Systems Approach

A system is a collection of interconnected pieces that work together to generate a whole that performs some purpose. An organisation is also a system made up of four distinct components: task, structure, people, and technology. The core concept of the system method is holism, which states that each component of the system is interdependent with other components, and hence no part of a system can be correctly evaluated and comprehended separately from the whole system. A system may be either open or closed. A system in an open system interacts with its surroundings. Since it interacts with other organisations, an organisation is an open system.

Contingency Approach

Management ideas and concepts, according to this viewpoint, have no broad and universal applicability under all contexts. There is no ideal method to accomplish things under all circumstances. Techniques and approaches that are very successful in one setting may not provide the same results in another. According to this viewpoint, managers job is to determine which strategy in a given scenario will best contribute to goal achievement. Managers must consequently acquire situational awareness and practical selectivity. Contingency perspectives are useful in constructing organisational structures, determining the degree of decentralisation, motivating and leading people, establishing communication and control systems, resolving disputes, and developing and training employees.

Management is described as the art and science of accomplishing tasks via the use of others. Management is the act of creating and sustaining an environment in which people working in groups may achieve their goals effectively and efficiently. Managers are in charge of planning, organising, staffing, directing, and controlling. Planning entails anticipating and preparing for the future. It predetermines what should be done. Organizing entails separating work into manageable tasks or responsibilities, organising such

chores into jobs, grouping multiple roles into departments and divisions, allocating duties to specific positions, and delegating power to each position to ensure that work is completed as intended. Staffing is the process of choosing and putting the appropriate individuals in the proper positions [2], [7], [8].

Directing involves many subfunctions such as communicating, leading, and motivating. Control is the process of determining whether or not adequate progress towards objectives and goals is being accomplished and, if required, acting to fix any deviations. All of these duties are carried out to attain predefined objectives. Managements interdisciplinary, dynamic nature, relative principles, and universality may all be used to explain its nature. Managements functional areas include Production, Finance, Marketing, and People. There is a major difference between administration and management. Administration is concerned with policy development and goal determination, while management is concerned with policy implementation and goal achievement.

A manager performs interpersonal, information, and decision-making functions. There are several management theories, and each theory adds to our understanding of what managers do. Management idea was developed by F W Taylor, Adam Smith, Henry Fayol, Elton Mayo, and others.

Planning

Management duties include planning, organising, staffing, directing, and controlling. These functions are critical to achieving corporate goals. Without goals, there is nothing to organise, direct, or control. An organisation must describe what it wishes to accomplish. Planning is related with this aspect.

Every individual, whether in business or not, has made a lot of plans during his or her life. The duration of the plan might be brief or lengthy. One of the characteristics of a human being is his ability to plan. Planning is the first and essential role of management. Planning is choosing ahead of time what to do, how to do it, when to do it, and who will do it, write Koontz and ODonnel. It connects us from where we are to where we wish to go. It is in essence the practise of foresight. Planning is choosing ahead of time what is to be done, writes M.S. Hardly. It entails selecting goals, rules, processes, and programmes from a set of possibilities [9], [10].

Planning is that role of the manager in which he chooses in advance what he will do, define Heying and Massie. It is a unique decision-making procedure. It is an intellectual process in which vivid imagination and imagination are crucial. Planning is an effort to predict the future in order to improve performance. Plans have the following advantages:

- 1 Strategic planning forces managers to think forward.
- 2 It leads to the creation of performance standards.
- 3 Needing to make plans pushes management to identify clear goals.
- 4 Preparation allows organisations to be more prepared for unexpected events.

On the basis of definitions of planning the following aspects may be found.

- 1 The primary goal of planning is to look forward. It necessitates anticipating the future.
- 2 Planning entails deciding on a proper path of action. It signifies that there are numerous approaches to achieve goals.
- 3 Planning occurs at all organisational levels because managers at all levels are involved with determining future course of action.
- 4 Planning is adaptable. Planning entails deciding on the best course of action to take in a given situation. If the environment changes, numerous planning aspects must be adjusted.
- 5 Planning is an all-encompassing and ongoing management role.

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