MANAGERIAL PLANNING
AND
ORGANIZATIONAL BEHAVIOUR
TOPICS:

1. Meaning and concept of management
2. Characteristics of management
3. Importance
4. Art, Science and Profession
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14. **Meaning and Concept of Management**

In the modern world, it is of utmost importance to utilize economically and efficiently the resources of all kinds – human, physical, financial and technological. No organization can achieve its objectives without the optimum use of these resources. In order to ensure a rational use of the limited resources, knowledge of ‘management’ is required. The people who manage the organization are known as ‘managers’ and the knowledge, skills, techniques and practices they use in managing are broadly referred to as the field of ‘management’. Through management, managers bring about the effective co-ordination between human and non-human resources so as to achieve maximum productivity at a minimum cost. Thus, management is a force that unifies and co-ordinates various resources to accomplish organizational goals.

Management enables the efficient utilization of limited resources, eliminates wastages and brings about order and discipline. In business, knowledge of management is critical to generation of profits. The productive efficiency of an organization depends to a large extent on the quality and competence of its managers.

**Diag: “Application of resources for achieving organizational objectives”**

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<th><strong>OBJECTIVES</strong></th>
<th><strong>RESOURCES</strong></th>
<th><strong>LABOURERS OR NON-MANAGERIAL EMPLOYEES</strong></th>
<th><strong>Application of Management Theory and Principles by Managers</strong></th>
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<td>Profitability</td>
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Management: a science or an art

Management knowledge exhibits characteristics of both art and science; the two are not mutually exclusive but supplementary. Management may be understood as an art on account of the following reasons:

1. The knowledge of Management like other arts has ‘practical application’. It is applied to specific situations for better results. In every situation, manager strives to solve the problem efficiently or make superior quality decisions to realize the objectives or meet the target with minimum efforts and resources.
2. With continuous application of management knowledge in various situations, the manager gains experience. With the passage of time, the manger gathers more and more experience which becomes his ‘personal possession’ and can’t be transferred. Consequently, managers having greater experience in using principles of management become more efficient. They develop more skills and abilities for translating management knowledge into practice.
3. Application of management knowledge calls for ‘creativity and innovativeness’. On the basis of fundamentals of managerial knowledge, analytical abilities and foresightedness, the manager goes on discovering new ideas, relationships and more efficient ways of doing things.
4. In many situations, theoretical knowledge of management may not be adequate or relevant for solving the problem. It may be due to complexities or uniqueness involved in the problem. In such a situation, the manager has to rely more on his past experience, perception, intuition and judgment. Sometimes, the manager may restructure the problem by applying creativity and personal experience and find a solution.

Management as a Science:

Management, as a science bears the following characteristics:

1. Management is a ‘systematic body of knowledge’ consisting of principles of generalizations, approaches and concepts which are to be applied in practical situations. This knowledge helps the managers to understand the process of management and the problems involved in it.
2. The principles, generalizations and concepts of management have been developed and formulated on the basis of observation, research, analysis and experimentation as is in the case with the principle of other sciences.
3. Like other sciences, the management principles are also based on relationship of ‘cause and effect’. They indicate that same cause under similar situations/circumstances will produce same effect.
4. Management knowledge and its principles are ‘codified and systematized’ and can be transferred form one manager to another and can be taught.
5. Management principles are ‘universally applicable’ to all types organizations. They are generalized in nature, forming general guidelines for the managers to practice.
Thus, on the basis of the basic nature of management knowledge, it is widely accepted that management is a combination of both art and science. Management knowledge exhibits characteristics of both art and science; the two are not mutually exclusive but supplement each other.

Management as a Profession

Profession has been defined as an occupation for which specialized knowledge, skills and training are required and the use of these skills is not meant solely for self – satisfaction, but these are used for larger interests of the society and the success of the use of these skills is measured not in terms of money alone. The examples of established professions are medicine and law.

To be recognized as a profession, management must fulfill the following criteria, such as:

- Specialized body of knowledge
- Formal education and training for entry into the profession
- Professional association
- Code of Conduct, and
- Service Motive.

The application of these criteria to management is examined below:

1. **Existence of Knowledge:** A profession has a body of knowledge which has to be studied for being a successful professional. Management has been developed as a distinct body of knowledge over the past 5 – 6 decades for ensuring effective handling of complex and large organizations.

2. **Acquisition of Knowledge:** Like all professions, management’s knowledge in systematized and codified form can be acquired and learned through formal education system and training programs.

3. **Professional Association:** A professional association consists of firms and individuals whose membership is based on common professional, scientific or technical aims. The representative body of professionals is needed to regulate and develop the professional activities. The body may also prescribe the criteria for individuals who want to enter the profession, like, Indian Medical Council, Bar Council of India. In the field of management, there is 'All India Management Association’. Similarly in foreign countries there are associations of managers.

4. **Ethical Bodies:** For every profession, some ethical standards are provided and every individual of the profession is expected to maintain conformity with these standards. In management also, a code of conduct has been formulated to suggest the behavioural pattern for professional managers.
5. **Service Motive:** This concept suggests that professionals should keep social interest in their mind while charging fees for their professional services. The service motive concept further lays that the success of any profession is measured not in terms of money it earns but by the amount of social service it provides. Management provides stability to the society by way of integrating various resources into productive units. This important contribution of management can’t be measured in terms of money alone because without integrating effort of management, resources worth millions of rupees may be useless.

The above discussion shows that management possesses certain characteristics of profession while others are missing. Therefore, it can’t be said to be a profession, though it is an *emerging profession*, ie, emerging as a profession.

**Management as an “Art of getting things done through other People” – Mary Parker Follet (Short Notes)**

According to Mary Parker Follet, “Management is the art of getting things done through others.” This definition points out that the managers achieve organizational objectives by directing others to perform necessary tasks. This is the traditional view of management. It emphasizes that management directs the workers for getting results from them and controls their performance. The workers are treated merely as a factor of production like materials, machine and capital.

The above definition is **criticized** on the following grounds:

I. Workers are treated as mere means to attain organizational goals.
II. The management tries to manipulate the behaviour of the workers to get the things done.
III. The needs and aspirations of the workers are not considered, though management is very much interested in higher productivity.
IV. It is assumed that workers are basically lazy and have to be pushed to work.

**Management Vs Administration**

There has been a controversy regarding the interpretation of the two terms (management and administration) among various authors of management. In a real sense, they represent systematic integration, mobilization and utilization of physical resources and direction of human efforts for the achievement of predetermined objectives.

Some authors maintain that there is no difference between the two terms, they are interchangeable. If there is any difference, it may perhaps arise out of usage, in practice. The term management is used in connotation with the performance of economic activities. For non economic activities of a similar nature, administration is used. This view point is subscribed by William Newman, Peter Drucker, etc.

Another group of management scientists like William Spriegel, R.H.Landsburgh and McFarland and Oliver Sheldon believe there is a difference. They draw up a distinction in
terms of scope and nature of management and administration. These management scientists feel that administration is wider, more generic and all – inclusive of management.

Administration is the function of determining the general purpose of an enterprise, corporate policies and general plans and procedure for achieving them while management is concerned with execution of policies within the limits set by administration.

Authors like Kimball and Kimball, Brech and other British writers hold an opinion that management is a more comprehensive function than administration. According to this school of thought, administration is concerned with the actual work of executing or carrying out the objectives. Consequently, the function of administration is confined to doing things in a routine manner by using set procedures and norms but management is a dynamic, innovative and creative process.

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<th>BASIS</th>
<th>ADMINISTRATION</th>
<th>MANAGEMENT</th>
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<tr>
<td>1. Meaning</td>
<td>Administration is concerned with the formulation of broad objectives, plans and policies.</td>
<td>Management is the art of getting work done through and with others and directing their efforts towards the achievement of pre – determined objectives.</td>
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<tr>
<td>2. Nature</td>
<td>Administration is a decision – making and a thinking function.</td>
<td>Management relates to execution of decisions. It is a doing function.</td>
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<td>3. Level of Management</td>
<td>It is a largely a top – management function.</td>
<td>It is a largely a middle and lower level management function.</td>
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<td>4. Scope</td>
<td>It is concerned with determination of major policies and objectives. Administrators are basically concerned with planning and control.</td>
<td>It is concerned with the implementation of policies. Managers are concerned mainly with organization and direction of human resources.</td>
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<td>5. Type of Decision</td>
<td>Administration decides what is to be done and when it is to be done.</td>
<td>Management decides who should do it and how should it be done.</td>
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<tr>
<td>6. Factors in Decision – Making</td>
<td>Decisions are influenced by the forces of public opinion, government policies, religious and social customs.</td>
<td>Decisions are influenced by the opinions, beliefs and values of managers.</td>
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<tr>
<td>7. Environment</td>
<td>Administration has direct interaction with external</td>
<td>Management is mainly concerned with internal</td>
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environment of business and make strategic plans to deal effectively with the environmentally forces.

forces, ie, objectives, plans and policies of the organization.

8. Usage of the Term
The term ‘administration’ is used in Government offices, non-business organizations and public sector.
The term ‘management’ is used in business and industry in the private sector.

9. Skills Required
Conceptual and human skills.
Technical and human skills.

SIGNIFICANCE / IMPORTANCE OF MANAGEMENT

The survival and growth of an organization depends largely on the competence and character of its management. Every organization requires repeated stimulus (motivation / incentive) which only managers can provide. Management is the creative force which helps in the optimum utilization of resources. Without management the resources of production remain resources and can never become output. Organizations stand or fall on the quality of their management because sound management provides the following benefits:

1. Accomplishment of Goals: Management enables an organization to achieve its desired objectives through proper planning and control. It decides what should be done and how. It lays down the long term and the short term goals keeping in mind the resources of the enterprise. All organizational activities are directed towards the organizational objectives. Thus, management makes an organization successful through sound resource planning and effective control.
2. **Optimum utilization of resources:** Materials, machinery and money are the physical factors of production. The efficient use of these resources depends upon the efficiency and motivation of workers. Management makes the workers efficient and motivated through training, supervision and inspiring the workforce. This leads to the effective working of the business.

3. **Sound organization structure:** Management establishes sound organization for the accomplishment of the desired objectives. It clarifies authority responsibility relationships among various positions in the enterprise. It fills various positions with persons having the right qualifications and training. Management also provides the workers with proper environment and encourages the spirit of co-operation.

4. **Fulfillment of social obligations:** Sound management monitors the environment of the business and makes necessary changes in business policies and practices so as to keep the consumers and workers satisfied. In this way managers help an enterprise to fulfill its obligations towards different sections of the society. Thus, management is important at the national level and is regarded as a key for the economic growth of a country.

5. **Help the employees in achieving personal objectives:** Every manager motivates and leads his team in such a manner that individual members are able to achieve personal goals while contributing to the overall organizational objective. Through motivation and leadership management helps individuals to develop team spirit, cooperation and commitment to group success.

6. **Meets the challenge of change:** Management enable an organization to face the challenge of change. The environment of business has become very turbulent/unstable. Management keeps itself in touch with the external environment and supplies vision and foresight to the enterprise. It helps in predicting what is going to happen in future which will influence the working of the enterprise. It also takes steps to ensure that the enterprise is able to meet the demands of the changing environment.

Thus, management helps to achieve both economic and social objectives, by making the best use of human and physical resources and by providing satisfaction to people. In the words of John F. Mee, “Management is an art of securing maximum results with a minimum of effort to ensure maximum prosperity for the employer and employee and give the public the best possible service.”
Management as a Group (Short Note)

Management has become a very common term. People use this term to denote a **team or group of managers who run an organization**. Management of an enterprise is represented by the group of people which performs managerial functions for the accomplishment of its goals. These people are individually known as ‘Managers’. in other words, a manager is a person who performs the managerial functions of planning, organizing, staffing, directing and controlling and is a member of the management team of the organization. Used in this sense, management of a company includes all the members from the chief executive to the first line supervisor.

However, in practice, the term ‘management’ is used to imply the top management of a company. When we say that management of INFOSYS or MICROSOFT is very efficient, we imply the efficiency of the company’s top executive.

Management as a Discipline (Short Note)

Management as a discipline refers to the systematized body of knowledge and a separate field of study. Management comprises of an organized body of knowledge which can be learnt through formal instructions and training. It consists of the principles, practices, techniques and skills of management which help in achieving organizational objectives. This disciple is taught widely in business schools and throughout the world.

Management has acquired the status of a discipline because of the two main reasons:

1. A lot of research is being carried out by the scholars in the field of management. The results of research will be useful for future managers.

2. There are business schools and institutes which impart management education and training to the students.

Management as a Process (Short Note)

Management is a distinct process consisting of planning, organizing, actuating and controlling performed to determine and accomplish objectives by the use of human beings and other resources. The definition throws light on the following important points:

1. Management is a distinct process
2. It consists of planning, organizing, coordinating, directing and controlling.
3. It utilizes both human and other resources
4. It leads to accomplishment of pre-determined objectives
Management is called a process because it involves a series of functions as shown in figure-1. But it does not mean that managerial functions are followed in a rigid sequence. A practical manager performs all the managerial functions simultaneously. Moreover, management is a never-ending process.

“The Process of Management“
Types of Skills/Managerial Skills (imp)

The term ‘managerial skill’ means the personal ability put to use by a manager for the accomplishment of organizational goals. The job of a manager demands a mixture of many types of skills, whether he belongs to business organization, an educational institution, a hospital or a club. A manager is successful when he is able to make a smooth functioning team of people working under him. R.L.KATZ has given three types of managerial skills:

(i) Conceptual skills
(ii) Human skills/Behavioural skills, and
(iii) Technical skills.

Some experts have added two more skills to this list.
(iv) Analytical Skills
(v) Administrative Skills

The three types of skills are inter-related and all managers require them. However, the proportion or relative significance of these skills varies with the level of management.

1. Conceptual Skills: Conceptual skill is the ability to see the organization as a whole and it includes recognizing how the various functions of the organization depend on one another. Conceptual skills are used for developing thinking in an abstract form and to visualize and understand the future. Through these skills inter – relationships among different functions of the business and external forces are recognized to effectively guide the organizational efforts. They are used for abstract thinking, and for the concept development involved in planning and strategy formulation. Conceptual skills involve the ability to understand how the parts of an organization depend on each other. A manager needs conceptual skills to recognize the interrelationships of various situational factors and, therefore, make decisions that will be in the best interests of the organization.

2. Human Skills/Behavioural Skills: Human skills are essential to work with others and achieve their cooperation. Human skills are the abilities needed to resolve conflicts, motivate, lead and communicate effectively with others. Since all work is done when people work together, human relations skills are equally important at all levels of management. Every manager should be able to communicate effectively and understand what thoughts others are trying to convey. By using behavioural skills, a manager may establish good rapport, warmth relationships and conductive interpersonal relations with his subordinates. Human relation skills are needed for providing dynamic and effective leadership and building a team spirit among employees.

3. Technical Skills: Technical skills refer to specialized knowledge and proficiency in handling methods, processes and techniques of specific jobs. It also includes knowledge about jobs and job contents and logical sequence of procedures needed for performing it. These skills are most important at lower levels of management and much less important at
upper levels. A production supervisor in a manufacturing plant, for example, must know the processes used and be able to physically perform the tasks he supervises. In most cases, technical skills are important at lower level because supervisory managers must train their subordinates in the proper use of work-related tools, machines and equipment.
4. Analytical Skills: These refer to abilities to proceed in a logical, step-by-step and systematic manner, to examine the various aspects of specific issues and to understand complex features of a phenomenon. It is the ability to break down a problem into its components and to critically examine its dimensions. Analytical skills are needed for problem solving and decision-making and to manage complex situations.

5. Administrative Skills: It refers to abilities used for coordinating various activities, seeking effective utilization of allocated resources and getting things done by subordinates. In applying these skills and performing managerial functions, a manager takes into account the basic realities and behaves like an ‘administrative man’ with a practical approach.

Mintzberg’s Role/Tasks and Responsibilities of Managers

Role is defined as the pattern of behaviour, which is defined for different positions. It refers to the expected behaviour of the occupant of a position. Henry Mintzberg conducted a comprehensive study of the nature of managerial roles in 1973. He identified ten basic roles performed by managers and classified them under three heads.

1. Interpersonal Role
2. Informational Role
3. Decisional/Decision Making Role

1. Interpersonal Role: of a manager is concerned with his interacting with other persons, both the organizational members and outsiders. There are three types of interpersonal roles:
A) Figurehead: A manager is a symbol, or a figurehead: This role is necessary because of the position occupied. In figurehead role, the manager performs activities, which are of ceremonial and symbolic nature. These include greeting the visitors, attending social functions involving employees, handling out merit certificates and other awards to outstanding employees.

B) Leader: The most important role of the manager is to lead, guide and motivate subordinates and get work done properly. A manger is responsible not only for his own act but also for the activities performed his subordinates. The leadership qualaities of the manager help him in influencing the working behaviour of subordiantes, contributing to a higher level of efficiency.

C) Liaison: A manager serves as a connecting link between outside contacts such as the community, suppliers and others and the organization. The major objective of this role is to maintain a link between the organization and its external environment.

2. Informational Role: of a manager includes communication – giving and receiving information – both within and outside the organization. The informational roles found by Mintzberg are:

A) Monitor: As monitor, manager constantly gathers information about those factors, which affect his activities. Such factors may be within the organization as well as outside it.

B) Disseminator: The manager distributes the information to his subordinates who may otherwise not be in a position to collect the same.

C) Spokesperson: Managers are spokes-persons or representatives of the organization. They speak for subordinates to superiors and represent upper management to subordinates.

3. Decisional Roles: By interacting with insiders and outsiders, the manger gets important information, which he can use, for taking decisions and solving problems. In his decisional role, the manager performs four roles:

A. Entrepreneurs: Manager assumes certain risk, which is involved in terms of the outcomes of an action because they are effected by a variety of external factors. Since these factors are dynamic and change constantly, the manager is required to bring suitable changes in the organizational processes to align these with the requirement of the environment.

B. Disturbance / Conflict Handlers: As disturbance handler, the manager is required to control those forces and events which tend to disturb the organizational equilibrium and normal functioning. These forces and events may be strike by employees, shortage of raw materials, employee complaints and grievances, mass absenteeism, resignation of subordinates, losing of customers, etc.
C. Resource Allocator: The manager mobilizes and utilizes, both physical and human resources efficiently for the accomplishment of pre–determined objectives. In the case of multiple objectives, managers set priorities for allocation of resources.

D. Negotiator: The manager negotiates with various interest groups in the organization. Such interest groups are shareholders, employees, customers, suppliers and other outside agencies.

The above ten roles form an integrated whole. In addition, managers in any organization work with each other to establish the organization's long-range goals and to plan how to achieve them.

**OBJECTIVES OF MANAGEMENT**

Management is a process by which human and non-human resources of the organization are utilized for the achievement of certain objectives which are as follows:

1. **Maximum Results with Minimum Efforts.** Management seeks to secure maximum output with minimum efforts and resources. Management is basically concerned with utilizing the human and material resources available to an enterprise for deriving the best possible results.

2. **Higher Efficiency.** Management organizes the resources of production in such a way that wastage of time, money and efforts is minimized. As a result, the productivity of the resources is increased.

3. **Satisfaction of Customers.** Management attempts to produce products required by the customers. Satisfaction of customers is very important.

4. **Better Workforce.** Management tries to build a team of efficient workers who are happy and satisfied with the organization. They are cooperative and contribute to the goals of the organization.

5. **Relations with Suppliers.** Management attempts to achieve good relations with the suppliers of raw materials and finance so as to continue in production throughout the year.

6. **Better Working Conditions.** Management seeks to ensure fair wages for the work, security of employment, proper working conditions and better life for the workers. Management raises the standard of life of the workers.

7. **Contribution to National Goals.** The management of an organization must contribute to the national goals. It should ensure the judicious utilization of scarce resources of the country. It should undertake ventures which will lead to employment-generation and satisfying some important needs of the society. The management should also contribute towards the improvement of the surrounding areas where the factory is located.
Functions of managers

1. Planning: Planning is the most basic or primary function of management. It precedes other functions because a manager plans before he acts. Planning involves determining the objectives and selecting a course of action to achieve them. It implies looking ahead and deciding in advance what is to be done, when and where it is to be done, how and by whom it is to be done. Planning is a mental process requiring the use of intellectual faculties, foresight, imagination and sound judgment. It consists of forecasting, decision-making and problem-solving. The process of planning consists of: (a) determination of objectives, (b) forecasting and choice of a course of action, (c) formulation of policies, programmes, budgets, schedules, etc., to achieve the objectives, and (d) laying down of procedures and standards of performance. Planning may be long term or short term. Planning is a pervasive function and managers at all levels have to prepare plans. Planning is also a continuous or on-going process. Planning enables us to do things in an orderly and efficient manner. It is helpful in more effective achievement of goals. Planning enables an organization to face uncertainty and change.

2. Organizing: Organizing is the process of establishing harmonious authority-responsibility relationships among the members of the enterprise. It is the function of creating a structure of duties and responsibilities. The network of authority-responsibility relationships is known as organization structure. Such a structure serves as the framework within which people can work together effectively for the accomplishment of common objectives. Organizing is an important element of management because it is through organizing that a manager brings together the material and human resources required for achievement of desired goals. A sound organization helps to avoid duplication of work and overlapping of effort. However, an organization structure is not an end in itself. It should, therefore, be designed to fit into the needs and objectives of the particular enterprise. It should ensure material and human order. The process of organizing consists of the following steps:
   a) Determining and defining the activities required for the achievement of planned goals
   b) Grouping the activities into logical and convenient units
   c) Assigning the duties and activities to specific positions and people
   d) Delegating authority to these positions and people
   e) Defining and fixing responsibility for performance
   f) Establishing horizontal and vertical authority-responsibility relationships

3. Staffing: Staffing is the process of filling all positions in the organization with adequate and qualified personnel. It consists of manpower planning, recruitment, selection, training, compensation, integration and maintenance of employees. Staffing function has become important with growing size of organization, technological advancement and recognition of the human factor in industry.

4. Directing: Directing is the managerial function of guiding, supervising, motivating and leading people towards the attainment of planned targets of performance. In the process of
directing the subordinates, a manager takes active steps to ensure that the employees accomplish their tasks according to the established plans. Of management because it is concerned with the execution of plans and policies. Direction initiates organized action and sets the whole organizational machinery into action. Directing function of management embraces the following activities:

a) Issuing orders and instructions,
b) Supervising (overseeing) people at work,
c) Motivation, i.e., creating the willingness to work for certain objectives,
d) Communication, i.e., establishing understanding with employees regarding plans and their implementation, and
e) Leadership or influencing the behaviour of employees.

5. Controlling: Controlling is the process of ensuring that the organization is moving in the desired direction and that progress is being made towards the achievement of goals. The process of controlling involves the following steps:

a) Establishing standards for measuring work performance;
b) Measurement of actual performance and comparing it with the standards;
c) Finding variances between the two and the reasons thereof; and taking remedial action for correcting deviations so as to ensure attainment of objectives.

Managerial Levels

In every company there is managerial hierarchy, which consists of several levels of authority. The levels may differ from company to company. But a generalist view of such levels is given below.

A. Top management
B. Middle management
C. Supervisory or operating management or lower level

A) Top Level Management: Top-level managers constitute the highest level in the management hierarchy. This is the policy making level in the organization. It consists of Board of Directors, Chairman, Managing Director and top functional heads. Top managers are responsible for the overall management of the organization. They decide enterprise objectives, policies and strategies to be pursued to achieve these objectives, design broad organization structure, provide overall direction and leadership to the company, represent company to the outside world, to decide distribution of profits, etc are some of the functions of top management.

B) Middle Management: Middle level managers include, in many organizations more than one level. Managers who work at levels between the lower and top levels constitute the middle management. Departmental heads, regional heads, zonal manager’s fall into this category. They report to top managers. Their principal responsibilities are to direct the
activities of lower level managers, to interpret and explain the plans and policies formulated by the top management, to train, develop and motivate supervisory personnel etc.

C) **Supervisory or Operating Management**: Also called as first line managers, they are lowest in the level of hierarchy. It consists of supervisors, sales officers, accounts officers etc. The distinguishing feature of these managers is that they deal with non-managers or workers. The functions of lower level managers include planning day-to-day production within the goals laid down by higher authorities, supervise and control workers’ operation, maintain discipliner and good human relations among workers, report feedback information and workers’ problems to the higher authorities etc.