

MANAGEMENT

What is management?

There are various definitions of management. The following definition given by E.P.L. Breech has been widely accepted.

"A social process entailing responsibility for the effect and economical planning and regulation of the operations of an enterprise, in fulfillment of a given purpose or task, such responsibility involving:

- (a) Judgement and decision on determining plans and in using data to control performance and performance against plans; and
- (b) The guidance, integration, motivation and supervision of the personnel comprising the enterprise, and carrying out its operations."

A simpler definition has been suggested by Harold Koontz, which reads: "Managing is the art of getting things done through and with people in formally organized groups."

The first definition implies that management is a skill whereas the second definition specifies that it is an art. By combining the two views E.C. Eyre has suggested the following definition.

"Management is the art or skill of directing human activities and physical resources in the attainment of predetermined goals." An inherent implication of this definition is that management is about decisions and this view is universally accepted.

Finally, we can suggest a broad definition which goes like this:

Management can be defined as working with people to determine, interpret, and achieve organizational objectives by performing the functions of planning, organizing, staffing, leading and controlling. Thus management is the process

of setting and achieving goals through the execution of five basic management functions that utilize human, financial and material resources.

If we analyze this definition we observe the following three points:

1. Firstly management and managers make conscious decisions to set and achieve goals. Decision making is a critical part of all management activities.
2. Secondly, management is getting things done through people. Once management acquired the financial and material resources for the organization, it works through the organizational members to reach the stated objectives.
3. Thirdly, to achieve the goals they set, managers must execute the five basic functions.

However, it is difficult to define the term 'administration'. The term is both a broad and a narrow one and is used to describe the activity of implementing policy decisions and also to describe the very top functions in public service, the most notable being that of the administration of the Indian Prime Minister.

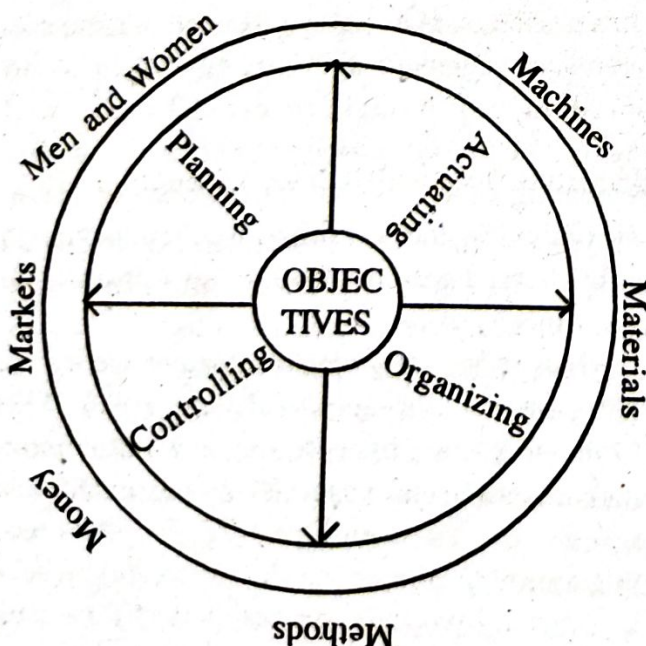
It is perhaps safe to suggest that "administration is part of management and is rarely taken to be involved in policy-making decisions. It will certainly be very much concerned in the implementing of policy, but its freedom of action will be limited by the decisions of policy laid down by those charged with the laying down planning of general objectives.

Various definitions of management theory are neither constant nor universally accepted. This explains why the three terms - management, entrepreneurship and supervision carry different meanings to different people in different organizations.

Concept of Management

Management is a process of giving an order to the activities of planning, organizing and controlling, performed to determine and accomplish stated objectives with the use of human beings and other resources. It corrects disorganized human and physical resources into useful and effective results of all human activities, it is the most challenging, comprehensive, demanding, crucial and subtle. Management is the need of every type of human organization. All of us are affected by good or bad management practices. Managers affect the establishment and accomplishment of many social, economic and political goals in any country. Human efforts are made more productive by management. By combining isolated events and disjointed information into meaningful relationships, management brings order to endeavours. These relationships then work to solve problems and accomplish goals. There is no substitute for good judgement. Determining worthwhile goals and carefully selecting and utilizing resources efficiently and effectively by planning, organizing, actuating and controlling required time, good judgement, determination and lots of practice.

Management: Basic Resources are given in Outer Circle, and Functions of Management are shown by Arrows.



Principles of Management

Following are the principles of management:

- (a) **Direction and Command:** Direction and command are the two basic principles of management. Unity of direction and unity of command are required so that people receive direction from only one supervisor.
- (b) **Subordination of Individual Interest:** In order to manage an organization, subordination of individual interests must occur so that the general interest is best served.
- (c) **Centralization:** In the process of management, centralization is desirable, especially centralization of decision making.
- (d) **Order:** Order is suprema of Management. Order is essential for everything, and an orderly process and orderly appearance are required.
- (e) **Turnover Reduction:** Employees should be adequately and fairly remunerated to reduce employee turnover and increase production.
- (f) **Incentives and Rewards:** The emphasis is on performance, and standards and incentives rewards are used to maximise performance.
- (g) **Specialization:** Division of work and specialization should characterize any enterprise, and management should be a separate function. Departmentalization is by process or place.
- (h) **Authority:** Authority should be equal to responsibilities with enough authority granted to ensure success.
- (i) **Discipline:** Discipline is required to ensure that the best interests of the organization are served.

ORGANIZATIONAL CHART OF SPORTS AUTHORITY OF INDIA

Established in 1984. Its main objectives address themselves to the effective and optimum utilization of various sports facilities and all matters pertaining to sports promotion and sports management. It makes available to N.S.S. and other organizations infrastructure and coaching facilities for preparing national teams. It controls physical education and