

Chapter 1: Nature & Significance of Management

Q15. Describe, in brief, any five functions of middle-level management in an organisation. {CBSE, Delhi 2003}

Main Functions of Middle Level Management

1. Interpret the policies framed by top management: Middle level managers explain and interpret policy decisions of the top level to lower level managers.
2. Selecting suitable operative and supervisory personnel: They recruit and select suitable employees for their departments.
3. Assign duties and responsibilities to lower level management: Middle level managers issue detailed orders and instructions to lower level managers and coordinate the activities of various work units.
4. Motivate personnel to achieve desired objectives: They motivate personnel to improve their performance in order to achieve desired objectives.
5. Cooperate with entire organisation: Middle level cooperates with other departments, top level and lower level management, so that organisation functions smoothly.

Q16. Describe, in brief, any five functions of operational-level management in an organisation.

1. Issue orders and instructions: Operational managers issue orders and instructions to workers and supervise and control their functioning.
2. Prepare plan for activities: They plan day-to-day activities and assign tasks to subordinates, guide them and take corrective steps, whenever necessary.
3. Assign and assist in work: They assign work to the workers and also assist them by explaining work procedures and solving their problems.
4. Represent worker's grievances: Operational managers report worker's grievances to middle level management as they are in direct contact with them.
5. Safe and proper working environment: They are required to maintain proper discipline and congenial atmosphere in the factory.
6. Helping middle level management: They help middle level management in selection, training, placement and promotion of workers.
7. Encourage initiative of employees: They encourage workers to take initiative and welcome their suggestions and reward them for good suggestions.

Q17. Discuss the major functions of management.

Management functions may be broadly classified into five categories:

1. Planning: Planning is the first function performed by every manager. It involves determining goals in advance and selecting future courses of actions to achieve them. Planning helps to decide in advance what to do, when to do, how to do and who is going to do it.
2. Organising: After planning, the next function is to organise different activities in the organisation. Organising involves determining the total work to be done, grouping activities into jobs, assigning activities to individuals and creating a structure of authority and responsibility relationships.
3. Staffing: Staffing is a managerial function of hiring and developing the required employees to fill in various positions created by the organising process. This function is concerned with finding the right person for the right position at the right time. It includes various activities like recruitment, selection, training and development, etc.
4. Directing: Directing is the process of supervising, motivating, leading and communicating with the subordinates to achieve the organisational objectives. This function is basically concerned with influencing the behaviour of human resources.
5. Controlling: Controlling involves comparison of actual results with the planned targets and taking corrective actions, if there is any significant deviation between actual and planned performance.

Q18. Explain the term 'Coordination' and its importance in management. {CBSE, Sample Paper 1st 2008}

Coordination refers to orderly arrangement of group efforts to provide unity of action in order to achieve common purpose.

The various points of importance of coordination are:

1. Growth in size: With increase in size of organisation, number of employees also rises. Individuals come from different backgrounds with difference in interests, habits of work and goals. Generally, organisational goals do not match with individual goals. Coordination helps to resolve this conflict & tries to integrate individual goals with group goals.
2. Functional Differentiation: All the activities of an organisation are frequently divided into departments, divisions or sections. Each department aims to achieve its own objective in isolation from the others. It often leads to clash of interests between the various departments. Coordination helps to synchronise activities of these departments so that they proceed together in a single direction instead of working as independent units.
3. Specialisation: Due to increasing complexities of modern technology and diversity of tasks, a number of specialists are hired to take care of manufacturing, financing, personnel or marketing functions. Specialists usually think that others are not as competent and are not qualified to evaluate, judge and decide according to their professional criteria. It often leads to conflict in the organisation. Coordination helps to integrate efforts of various specialists in the organisation.