

# Dance Management with an Analytical View on Management Functions and Features

Dr. Vijayapal Pathloth

*Dance Exponent, Academician, Scholar, Performer Faculty, Department of Dance, Potti Sreeramulu Telugu University, Hyderabad, Telangana, India.*

-----  
Date of Submission: 25-09-2020

Date of Acceptance: 08-10-2020  
-----

**ABSTRACT:** Dance Management is a new domain in the theoretical aspects of Management. It is at a very young stage with respects to its literature; however, the concept of management prevailed since its evolution. The management tools, features, functions etc are all followed and implemented in a Dance profession too, knowingly or unknowingly, but are not acknowledged till recent times. Dance is a performing art which is always dealt with respects to its technicalities of a performance. Dance has always been witnessed as an entertainment since ancient times. Dance, besides giving entertainment, yet it has various other benefits and features, which are to be investigated and accredited. Dance profession or Dance as a practice itself is Management. The concept of Management is part and parcel of Dance by itself, both in its performance and practice. This study enlightens and focuses on Management in Dance. The major aim and objective of the study is to prove, establish and confirm the evidence of Management in Dance. This paper is a modest attempt to bring in the functions and features of Management with an analytical approach.

**Key Words:** Dance, Management, Dance Management, Dance profession, Dance professional, Goals, Objectives, Forecasting, Planning, Organizing, Commanding, Coordinating, Controlling, Motivation, Measures, Implementation, Monitoring, Resources, Performance, Practice, Effectively, Efficiently, Choreography, Guru, Nritha, Natya, Abhinaya, Jathi etc.

## I. INTRODUCTION:

Management is the process of dealing with or controlling things or people. It is the administration of a particular effort concerned to a Job work, which includes activities of setting the strategy of a Job work and coordinating the efforts of its team to accomplish its objectives while utilizing the available resources. Management is

part and parcel of our day to day life activities. Without Management the things won't go smooth. It plays a very important role to achieve the set goals. Management is imminent in human evolution. An individual starts implementing the managerial skills since birth. He manages to drag the attention of his parents either by smiling or crying. He succeeds in attaining his parent's attention through the emotions. When his parents are away, he starts to cry, there by his parents come to his rescue. Hence, it can be observed that the concept of Management starts from the birth and is part and parcel of life. Every individual in a house manages their assignments and things to the best of their efforts. The mother manages the household things perfectly; father manages the finances and profession efficiently and so on. The Management skills implemented in our daily routine are not acknowledged, however these managerial skills play a very major role in the success of one's own life. Nature teaches us many things in our day to day life. The Sun and the Moon teaches us how to do our duties perfectly besides time management, seasons teaches us how to manage the resources and so on. Each work we do in our life involves management at every stage of effort. Management is more often used and admitted as a terminology in Business and Administration, yet it is in attendance in every task and action. Hence, it is observed that Management is part and parcel of each and every action in our routine.

## REVIEW OF LITERATURE:

As Dance Management is relatively a new domain in the field of Management, the literature is sparse and rare. Few books, journals, articles and websites related to Management with specific reference to Management functions and features are referred which have been listed in the References.

## OBJECTIVE OF THE STUDY:

Keeping in view of the abstract, the following are the objectives of the study.

- To give an overview of Management in terms of its definition.
- To enlighten the concept of Dance Management and its significance.
- To analyse the functions and features of Management with regards to Dance.
- To establish, prove and confirm the Management features and functions in Dance profession or performance through analytical evidences.

#### RESEARCH METHODOLOGY:

This is a theoretical study which uses analytical and descriptive methods to analyze the ideas, opinions and theories presented in relation to the Management functions and features. The researcher used the journals, articles and previous researches that were made available, in addition to the use of many websites. The study is based on the analytical approach of the managerial function, features and tools which are evidenced in the profession of Dance. The analysis is drafted through the descriptive method.

#### MANAGEMENT:

Management is the process of utilizing the available resources most efficiently and effectively to attain the set goals. It is identified as one of the factors of production just like any other resources responsible in a production like finance, human resources, machinery, materials etc. There are different views and definitions of management

According to Henri Fayol, Management is "to manage is to forecast and to plan, to organise, to command, to co-ordinate and to control".

Fredmund Malik defines it as "the transformation of resources into utility."

Ghislain Deslandes defines it as "a vulnerable force, under pressure to achieve results and endowed with the triple power of constraint, imitation and imagination, operating on subjective, interpersonal, institutional and environmental levels".

Merriam Webster defines management as the act or art of managing: the conducting or supervising of something.

Lerner's definition is the act or skill of controlling and making decisions about a business, department, sports team, etc., the act or process of deciding how to use something, the act or process of controlling and dealing with something

Harold Koontz in his book "The Management Theory Jungle" defines Management as the art of getting things done through and with people in formally organised groups.

Henri Fayol in his book "Industrial and General Administration" defines Management as "To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control."

According to the book "The Principles of Management" by Peter Drucker, "Management is a multi-purpose organ that manages business and manages managers and manages workers and work."

According to Mary Parker Follet, "Management is the art of getting things done through people."

According to Theo Heimann, management has three different meanings, viz., Management as a Noun refers to a Group of Managers. Management as a Process refers to the Functions of Management i.e. Planning, Organising, Directing, Controlling, etc. Management as a Discipline refers to the Subject of Management.

From the above definitions and statements on Management it can be abridged that "Management is the process of utilizing the available resources most efficiently and effectively, keeping in view of the objectives and attain the set goals with profits". The process of Management includes Setting of Objectives, Forecast, Planning, Organising, Execution / Implementing, Controlling, Coordination, Communication and Attaining Goals. Management can be done as an individual or as a group of individuals that agrees to take the responsibilities to attain the set goals.

Management is an essential function to improve one's own self and the group as a whole towards development and success. Management cannot be confined itself to business, as it is widespread in various disciplines and situations where success has to be achieved. Management is widespread and can be applied at various stages and circumstances. Effective communication and efficient endeavors are the basic features of a successful Management. A successful Management includes – setting of goals, objectives, Effective planning, motivation, measures, implementation, monitoring, feedback, meeting of set goals, end results.

#### DANCE MANAGEMENT:

Dance is a creative skill. It is a means of communication and entertainment. The artistic thoughts and ideas are communicated through the body movements and emotions. The major aim and objective of Dance is to give entertainment to the spectators. Dance is an ocean; it has imbibed almost everything necessary for a human existence. Above and beyond entertainment, Dance is a resource of various disciplines. It is divine and

hence spiritual in nature. It is closely associated to mythology. It imbibes culture and tradition. It incorporates mathematics, physics, chemistry, biology, language, grammar etc. Practicing Dance imparts knowledge, improves communication skills, cultivates discipline, and improves memory. It is a fitness and therapy which gives various health benefits. Above all, Dance is a Management that manages all the above disciplines in their endeavors. When you learn dance as a hobby and have to manage both study and dance, a proper planning is required. The timings for both study and dance is properly planned and maintained. Similarly, during a performance, if the slot is given for 30 minutes, a dancer plans effectively and selects such items which fit in that slot. This requires a proper planning. Executing the plan and maintaining it in a long run is nothing but management. So management is involved in dancing.

Performing Arts Management / Arts Management / Dance management come under the creative discipline with a practical approach. Though the titles are different their job is relatively the same with respects to its implementation. In the field of Dance, each individual is a manager and plays various roles of management to execute a performance while communicating and entertaining the audiences. There is no technical definition of Dance Management as such; however, it implements all the features and functions of a Business Management or Administration. Dance Management is comparatively a very young field of study theoretically; however it is practically followed and implemented since ancient times immemorial. Though Dance Management is being followed and implemented since ancient times, it is not systematized and standardized theoretically till the recent times. The discipline of Dance, follows the tools of business management such as planning, coordination, controlling, marketing, finances etc., with the tools of audience such as communicating, entertaining, propagating, preserving etc., which bridges the art, artists and audiences.

Unlike in Business Management, Dance Management comprises of a professional and non-profit entity like the cultural organizations, auditoriums, museums, audiences etc., however, management still prevails in Dance Management. Success in a Dance Management cannot be measured by achieving the monetary profits, like in a business firm, but is measured through the applause, laurels and winning the hearts of the audiences.

#### **DANCE WITH AN ANALYTICAL VIEW OF MANAGEMENT FUNCTIONS**

Dance by itself can be best treated as Management. Dance, in its practice and performances follows, articulates and implements all the managerial skills, tools, functions and features according to its need. Hence, Dance by itself can be admitted as a discipline which has the entire managerial possessions imbibed in it. Let us perceive Management discipline through Dance with an analytical approach. Henri Fayol (1841–1925) quotes six functions of Management which include forecasting, planning, organizing, commanding, coordinating and controlling. These functions are part and parcel of Dance in its practice and performance.

A Dance practice or a performance is executed with a vision, forecast and proper planning to attain success. Planning is evident both in a Guru and an individual performer. A Guru does Planning with respects to selection of performers for a confirmed performance, selection of dance numbers which fits the time slot allotted for a performance, scheduling the rehearsals, confirming the Orchestra team, Costumes and Make-up, allotting the Dance numbers and characters to the selected artists, sequencing the Dance items for a performance, choreography, practice, stage properties with regards to a performance, stage amenities necessary for artists, orchestra, publicity, marketing, inviting guests and dignitaries, audiences, arrangement of audio systems, Lights and sound system, stage crafts and decoration and many such amenities. An artist does Planning with respects to scheduling for rehearsal timings in their daily routine, practice of items taught in the rehearsal timings, selection of prescribed costume and make-up etc. The sequence of steps (body movements and postures) and Jathis (the sequential steps constitute a framed Jathi) are planned effectively according to the need in Dance choreography. Depending on the theme and literature in the lyrics the choreography is planned accordingly and Dance form with respects to Nritya (pure dance), Natya (Dramatization) and Abhinaya (Expression of emotions and sentiments) is planned and executed.

After proper Planning, they are organized effectively to attain success. The above mentioned amenities are well organized to reach the set goals. The necessities are organized in such a way that the planned features are placed in place. Dance teaches us to organize a successful performance. Organizing a performance includes the artists, Dance items, orchestra, rehearsals, costumes, make-up, stage properties, lights and sound, stage

amenities, publicity, marketing, inviting dignitaries and guests etc. The steps, Jathis, Nritha, Natya and Abhinaya elements are effectively and efficiently organized in Dance choreography. The choreographic elements like the formations of different lines, angles and shapes are well organized to add the zing thing in choreography. The Dance resources are well organized in a successful performance.

Coordination plays a very important role in a Dance performance. In Dance, coordination is important between the Guru, artists, orchestra team, costumes and make-up team, stage properties team, stage lights and sound team, marketing team, publicity team, reception team, guests and dignitaries invited, organizations, organizers, sponsors if any and so on. The Dance Guru communicates and coordinates with all the mentioned teams and resources at every stage for a smooth and successful performance. The available resources are finely communicated and coordinated in a successful performance. The steps, Jathis, Nritha, Natya and Abhinaya elements along with the Dance numbers are effectively and efficiently coordinated in Dance choreography. The artists performing on the stage performs the Dance numbers with perfect coordination amongst each other while following the rhythm and lyrics. The performing artists coordinate with each other in terms of speed, pace, timings of executing a particular step, Jathi, Nritha, Natya and Abhinaya at right place and timing in a performance.

Commanding (or leading) is also part of Dance Management. Command over various aspects of Dance is necessary to both and individual artist and the team lead (Guru). More than an individual commanding is most important for a Dance Guru. He should have command over his team members, who include the performing artists, orchestra members, costumes and makeup artists, stage amenities individuals, technical team, managerial team, publicity team, marketing team, reception team and so on to have a perfect hold and command over various functions for a smooth and successful performance. An individual performing artist should have command over the technical Dance components like usage of Dance steps and postures, body movements, expressions of emotions and ideas to communicate Dance in a perfect rhythm, timing, pace, speed and so on. An artist should have knowledge and command over various texts on Dance, mythology, Vedas, Puranas, Itihaasas, compositions of various Vaaggeyakaras, music, Taala (syllables) and Laya (rhythm), grammar, language, teaching, choreography, marketing the product, publicity and

what not. An efficient Dancer should have commanding knowledge in both theory and practice.

A Dance professional maintains Control over all the above mentioned features of planning and execution, organizing, coordinating and commanding. If the control over the resources misses, it may lead to disturbances in a performance. The artists perform with a control over the subject or the theme of performance and hence will have control and hold over the body movements, steps, emotions, actions and expressions needed for that particular theme. A Dancer has control over various aspects like teaching, execution of performance and various Dance resources.

Besides the above functions, Dance professional maintains an effective and efficient communication amongst all the available Dance resources. The communication is professional, personal, interpersonal, formal and informal which helps in planning and execution of a performance. An individual Dance performer handles shares and analyses the information which involve coordination and interaction with the co-artists and other human resources that aid in decision making.

Being a Dance professional, an individual artist possesses various management functions abilities which aid in the development of managerial skills from time to time.

Management follows various features to attain the set goals in a business firm or an organization. As quoted earlier, Dance by itself follows various managerial features. However these features are not admitted in par to the management technically, but they are followed in the daily practice of a Dance professional.

The functional activities in the management are a continuous and never ending process. Forecasting, planning, organizing, coordinating, commanding, controlling and communicating are maintained at all the levels and stages of a performance. These functions are performed continuous and will be performed continuously as it is a never ending process.

Practice of dance is always result oriented. The effective managerial functions are implemented from time to time, for getting the things done through the available resources. In a Dance profession, favorable conditions are created and maintained as required, besides strict functioning, to gain a successful performance. The major aim and objective of a Dance professional is to communicate and entertain the onlookers. An artist is result oriented and always strives for appreciation, laurels and accolades of their

performance, which is more than a monetary benefit. The Dance Guru always trains the individuals to get the best results at all times.

Besides performances, Dance profession involves training of the individuals. Each individual in the class is with different kinds of mentalities, emotions, feelings, aspirations, etc., and each individual also portrays different emotions and feelings at different times. However, a Dance Guru balances all their mental abilities and trains them accordingly. A Dance Guru studies the psychology of an individual and trains them accordingly for best results. Dance is multidisciplinary in nature as it involves and gives knowledge of various subjects like mathematics, physics, chemistry, biology, language, grammar, therapy, management etc. Both individual and group effort play role in attaining a successful performance.

Dance by itself is bound to follow various principles both in theory and practice. There are various Dance treatises like Natya Sastra, Abhinaya Darpanam, Nrittaratnavali, Bharatakosham, Bhavaprakasham, Bharatarasaprakaranam, Sangeetar atnakara, Sangeetasamayasaaram, Rasamanjari, Srungaramanjari etc which deal with theoretical and practical aspects. The sacred texts like the Vedas, Puranas, Itihasas etc gives broad knowledge on various principles and fundamentals to be followed in Dance. These texts by themselves are the treasures of management. The stories, characters and situations in these texts teach us management by itself.

Dance professions develops various managerial skills and features like culture, tradition, mythology, spirituality, communication skills, language skills, responsibility, discipline, time, result oriented, decision making, planning and execution, organizing, coordination, control, command, direction, marketing, publicity and so on. The above mentioned skills and features are developed or implemented in accordance to the situation. Dance Management is result-oriented and therefore it is an Art. It involves continuous research and innovations in its performances and hence it is a Science. Dance involves management at every stage of its journey and hence Management is pervasive in Dance. Management in Dance is intangible as it cannot be seen apparently, however it can be observed and comprehended by its results like good discipline, good knowledge, good performance, effective and efficient entertainment etc. Dance always has a professional approach in all its endeavors. Dance is dynamic in nature as it advances with a creative

and innovative criterion. It constantly brings in new and creative ideas.

## II. CONCLUSION:

Though it is widely accepted that Dance Management is a concept which is very new that came into practice only a few decades ago, yet it can be interpreted from the study that its existence is as old as its evolution. The description of Management with various views and definitions of Management executes the first objective of the study to give an overview on Management through various definitions. The study discusses Dance as discipline of Management by quoting certain significant factors of Dance, hence, the second objective of enlightening the concept of Dance Management and its significance is accomplished. The functions and features of Dance in correlation to Management have been explained analytically by quoting certain examples and situations to substantiate the study which fulfills the third objective of the study. The analytical aspects of the study constantly confirm the evidences of Management in Dance discipline. Every Dance professional inculcates and follows more or less the similar functions and features of Management in the process of attaining success. The analytical study of the Management function and features with respects to Dance proves that Management in Dance is evident at various stages of its journey. Dance profession or Dance practice by itself establishes and confirms the evidences of Management features imbibed in it and hence, the fourth objective of the study is accomplished. Dance by itself has all the managerial qualities necessary to attain best results or success. Analysis of the managerial features and functions helps to decipher that Dance profession or Dance practice is Management by itself. In a nutshell, we can sum up from the study that Dance has all the necessary managerial skills, features and functions which help in its success all through the endeavours.

Dance profession teaches us various aspects like gaining knowledge, cultivating culture, tradition, spirituality, mythology, obedience, discipline, forecasting, planning, organizing, coordinating, commanding, directing, communicating, controlling and so on. All these aspect are closely related to Management. Hence, Dance by profession can be treated and acknowledged as Management.

The study proves by quoting certain imperative evidences of Management in Dance, however there are various such evidences to prove the same. Dance, being a practical skill and creative in nature, stress management can be perfectly balanced. As the learned art has to reach the

audiences through the performances, every Dance professional is efficient in marketing and promoting themselves at various levels. As majority of the tasks are to be communicated effectively for best results, every Dance professional imbibes the communication skills and uses them as needed. Finance, accounting, advertising, entrepreneurship also plays a noted role in Dance Management. The profession of Dance deals with human resources majorly; hence relationships are maintained efficiently to attain the set goals. Strategies are adopted from time to time as needed for a smooth functioning. Hence it can be concluded that Dance besides being a discipline of Art; it has all the required qualities of Management is part and parcel of its process. Dance Management has to be well acknowledged in the field of Management both in theory and practice. Research and publication in the domain of Dance Management is sparse and rare, hence it has to be encouraged.

#### REFERENCES

- [1]. PSR Appa Rao, Natya Shastram, Natyamaala Publications, 2000.
- [2]. SS Gulshan. Management Principles and Practices by Lallan Prasad and SS Gulshan. Excel Books India. pp. 6-. ISBN 978-93-5062-099-1.
- [3]. Deslandes G., (2014), "Management in Xenophon's Philosophy : a Retrospective Analysis", 38th Annual Research Conference, Philosophy of Management, 2014, July 14–16, Chicago
- [4]. Drucker, Peter (1974). Management: Tasks, Responsibilities, Practices. New York: HarperCollins. pp. 84–5. ISBN 978-0-7506-4389-4.
- [5]. Gaurav Akrani, Kalyan City Life Blog, Date: 4/21/2011, What is Management? Definitions Meaning and Features.
- [6]. Dunod, 1966, Administration industrielle et générale – prévoyance organization – commandment, coordination – contrôle, Paris.
- [7]. Simandan, D., 2018. Iterative lagged asymmetric responses in strategic management and long-range planning. Time & Society, Online First, <https://doi.org/10.1177/0961463X17752652>.
- [8]. Jean-Louis Peaucelle (22 July 2015), Henri Fayol, the Manager, Routledge, pp. 55, ISBN 978-1-317-31939-9.