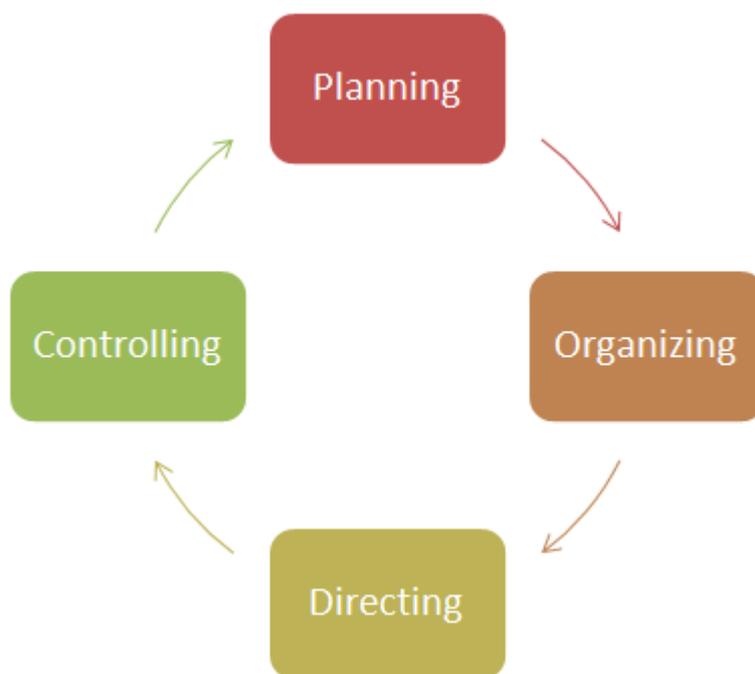


Management: An Overview

Management is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to manage oneself, a prerequisite to attempting to manage others.

Definition of Management: The Management Process

Management functions include: Planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal.



There are several different resource types within management. Resourcing encompasses the deployment and manipulation of:

- Human resources
- Financial resources
- Technological resources
- Natural resources

Different type of Management Styles

There are different types of management styles, and the management process has changed over recent years. The addition of work teams and servant leadership has changed what is expected from managers, and what managers expect from their employees.

Traditional Management

There is a hierarchy of employees, low level management, mid-level management, and senior management. In traditional management systems, the manager sets out expectations for the employees who need to meet goals, but the manager receives the reward of meeting those goals.

Team Management

In a team management arrangement the manager is a guiding hand to help the members of the team work together to solve problems but doesn't dictate policy and the entire team receives the reward of meeting those goals.

Servant Management

With this approach, the manager helps supply resources the employees need to meet company goals. In servant leadership, the organization recognizes employees as experts in their field and work to help them work efficiently.

No matter which type of management style is used by an organization, the main objective of managers is to help employees reach company goals and maintain company standards and policies.

The Need for Management

Management is needed in order to facilitate a coordinated effort toward the accomplishment of an organization's goals.

The Purpose of Management

The purpose of management is to serve customers. Yet, if one looks through most management books for a definition of management, 99.9 percent of the time the word customer will not be mentioned. This is astonishing because serving customers in order to obtain a profit is the crux of every business organization. Equally remiss is the fact that most definitions of management neatly filter out service in their descriptions of management.

Good managers constantly streamline their organizations toward making a sale. In other words, good managers are needed to keep their organizations on track by ensuring that everything that's being done is ethically geared toward providing what customers want. In this regard, a good manager is responsible for reducing waste and ambiguity, keeping costs down, and motivating others to do the same. In the same vein, good managers regularly take educated risks and exercise good judgement (the basis of entrepreneurship). These risks include:

- Trying new things;
- Successfully adjusting to constant change;
- Developing subordinates (good managers aren't afraid of letting other people shine and, in fact, they encourage it);
- Improving their own skills.

The Need for Management

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Since organizations can be viewed as systems, management can also be defined as human action (including design) to facilitate the production of useful outcomes from a system. Therefore, management is needed in order to facilitate a coordinated effort toward the accomplishment of the organization's goals.

Since most managers are responsible for more work than one person can normally perform, a good manager delegates and integrates his or her work (or the work of others). A manager does this by acting as a clear channel of communication within the business that he or she serves. Good management is needed to inject motivation, creativity, discipline, and enthusiasm into areas in which they either don't exist or they're not necessarily wanted.

The various functions of management are classified as:

- Planning
- Organizing
- Staffing
- Leading/Directing
- Controlling/Monitoring
- Motivation

Management is also responsible for the formation and implementation of business policies and strategies.

Trends in Management

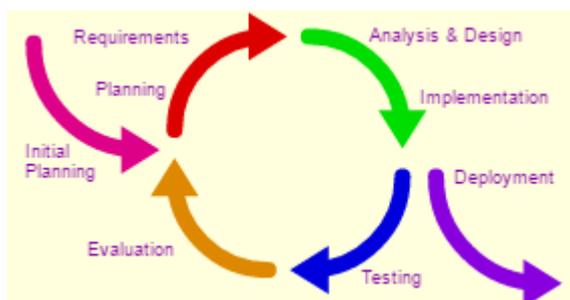
Modern trends in management favour agile, iterative processes that focus on innovation, software development, and social impacts.

Management is a rapidly evolving field. Even now startups all over the world are trying out new, innovative ways of looking at how to align their resources, how to make decisions, and what managerial approaches (or lack of managerial approaches) might yield the best culture for growth. It's an intriguing time for management, and experimentation is constant.

When looking at new management approaches, it's useful to consider the area in which these organizations operate. Software, non-profit, and entrepreneurship are all seeing substantial deviations from standard corporate management approaches.

Software

The two big words in software management over the past decade or two have been Scrum and Agile. Each of these approaches is a management philosophy equipped for rapid construction, iteration, and implementation.



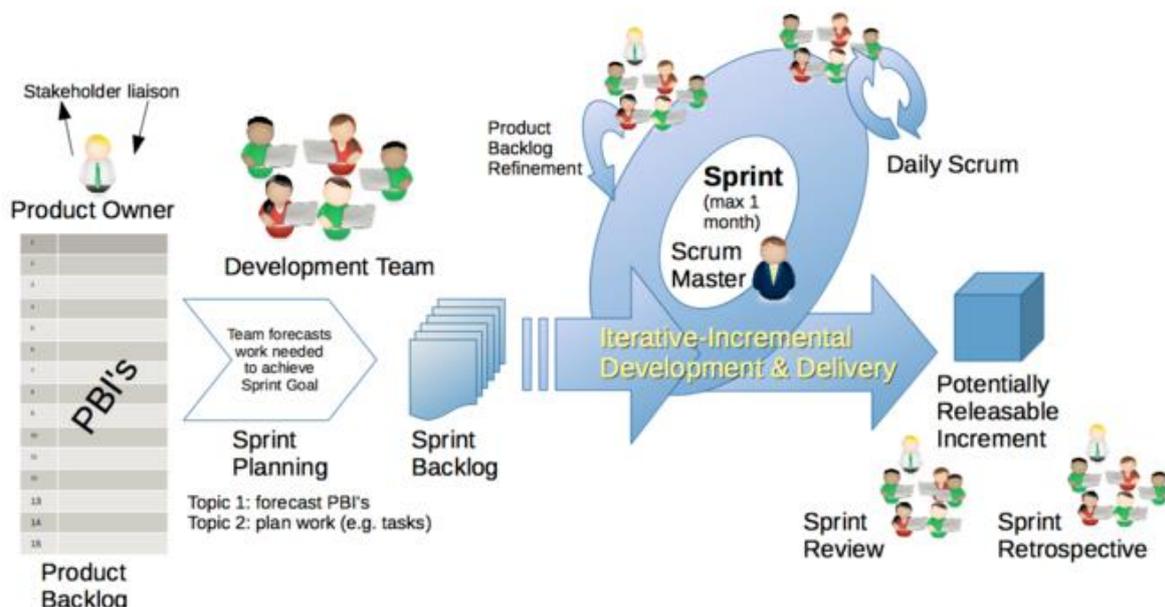
Scrum has been around since the late 1980s, but not particularly prevalent until the early 21st century. Scrum is defined as a feedback-driven empirical approach

that highlights transparency, inspection, and adaptation. In terms of values, scrum discards traditional hierarchy and promotes commitment, courage, focus, openness, and respect in a team-oriented, objectives-driven environment. In terms of structure, you'll find three groups:

Development Team – This will be your functional specialists, all collaborating on a daily basis to construct a facet (or perhaps the entirety) of a new piece of software. In scrum, this is quite often cross-functional.

Scrum Master – A facilitator, this individual focuses on removing impediments and acting as a buffer between the team and external distractions (usually integration with other teams). The scrum master will also assess progress holistically, and ensure alignment with the scrum mentality.

Product Owner (PO) – The PO focuses on being a voice of the customer and the representation of stakeholders in the team environment. Stakeholders, in this context, represent anyone with an interest in the output of that team (primarily organizational owners and other teams). The PO is not a manager, but instead a bridge between the team and the external environment they operate in.



Social Entrepreneurship

Utilizing the ever-evolving perspectives of startup companies and entrepreneurs, non-profit organizations and other community-oriented groups have begun replacing traditional management approaches with a more grassroots perspective. A key metric to a social entrepreneur isn't profit but community impact, usually in areas such as poverty alleviation, health care, education, and community development. This management style is small, focused, innovation-driven, and non-hierarchical.

Level of Management:-

The term "Levels of Management" refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executory
3. Low level / Supervisory / Operative / First-line managers

1. Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

The role of the top management can be summarized as follows -

- a) Top management lays down the objectives and broad policies of the enterprise.
- b) It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
- c) It prepares strategic plans & policies for the enterprise.
- d) It appoints the executive for middle level i.e. departmental managers.
- e) It controls & coordinates the activities of all the departments.
- f) It is also responsible for maintaining a contact with the outside world.

- g) It provides guidance and direction.
- h) The top management is also responsible towards the shareholders for the performance of the enterprise.

2. Middle Level of Management

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management. Their role can be emphasized as -

- a) They execute the plans of the organization in accordance with the policies and directives of the top management.
- b) They make plans for the sub-units of the organization.
- c) They participate in employment & training of lower level management.
- d) They interpret and explain policies from top level management to lower level.
- e) They are responsible for coordinating the activities within the division or department.
- f) It also sends important reports and other important data to top level management.
- g) They evaluate performance of junior managers.
- h) They are also responsible for inspiring lower level managers towards better performance.

3. Lower Level of Management

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to R.C. Davis, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management. Their activities include -

- a) Assigning of jobs and tasks to various workers.
- b) They guide and instruct workers for day to day activities.

- c) They are responsible for the quality as well as quantity of production.
- d) They are also entrusted with the responsibility of maintaining good relation in the organization.
- e) They communicate workers problems, suggestions, and recommendatory appeals etc to the higher level and higher level goals and objectives to the workers.
- f) They help to solve the grievances of the workers.
- g) They supervise & guide the sub-ordinates.
- h) They are responsible for providing training to the workers.
- i) They arrange necessary materials, machines, tools etc for getting the things done.
- j) They prepare periodical reports about the performance of the workers.
- k) They ensure discipline in the enterprise.
- l) They motivate workers.
- m) They are the image builders of the enterprise because they are in direct contact with the workers.