

MANAGEMENT



Peculiarities of Vocational Activities

Management

Management (or managing) is the administration of an organization, whether it is a business, a non-profit organization, or government body.

Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. The term "management" may also refer to those people who manage an organization—managers.



Larger organizations generally have three hierarchical levels of managers, in a pyramid structure:

Senior managers, such as members of a board of directors and a chief executive officer (CEO) or a president of an organization. They set the strategic goals of the organization and make decisions on how the overall organization will operate. Senior managers are generally executive-level professionals, and provide direction to middle management, who directly or indirectly report to them.

Middle managers: examples of these would include branch managers, regional managers, department managers, and section managers, who provide direction to front-line managers. Middle managers communicate the strategic goals of senior management to the front-line managers.

Lower managers, such as supervisors and front-line team leaders, oversee the work of regular employees (or volunteers, in some voluntary organizations) and provide direction on their work.



Etymology

The English verb "manage" comes from the Italian maneggiare (to handle, especially tools or a horse), which derives from the two Latin words manus (hand) and agere (to act). The French word for housekeeping, ménagerie, derived from ménager ("to keep house"; compare ménage for "household"), also encompasses taking care of domestic animals. Ménagerie is the French translation of Xenophon's famous book Oeconomicus[3] (Greek: Οἰκονομικός) on household matters and husbandry. The French word mesnagement (or ménagement) influenced the semantic development of the English word management in the 17th and 18th centuries.



Management involves identifying the mission, objective, procedures, rules and manipulation of the human capital of an enterprise to contribute to the success of the enterprise. Scholars have focused on the management of individual, organizational, and inter-organizational relationships. This implies effective [communication](#): an enterprise environment (as opposed to a physical or mechanical mechanism) implies human [motivation](#) and implies some sort of successful progress or [system](#) outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur either in a legal or in an illegal enterprise or environment. From an individual's perspective, management does not need to be seen solely from an enterprise point of view, because management is an essential function in improving one's [life](#) and [relationships](#). Management is therefore everywhere and it has a wider range of application. Communication and a positive endeavor are two main aspects of it either through enterprise or through independent pursuit. Plans, measurements, motivational psychological tools, goals, and economic measures (profit, etc.) may or may not be necessary components for there to be management. At first, one views management functionally, such as measuring quantity, adjusting [plans](#), meeting [goals](#). This applies even in situations where planning does not take place. From this perspective, [Henri Fayol](#) (1841–1925) considers management to consist of five [functions](#):



- 1.planning (forecasting)
- 2.organizing
- 3.commanding
- 4.coordinating
- 5.controlling

[Mary Parker Follett](#) (1868–1933), allegedly defined management as "the art of getting things done through people". She described management as a philosophy. Critics, however, find this definition useful but far too narrow. The phrase "management is what managers do" occurs widely, suggesting the difficulty of defining management without [circularity](#), the shifting nature of definitions and the connection of [managerial practices](#) with the existence of a [managerial cadre](#) or of a [class](#).

One habit of thought regards management as equivalent to "[business administration](#)" and thus excludes management in places outside [commerce](#), as for example in [charities](#) and in the [public sector](#). More broadly, every organization must "manage" its work, people, processes, technology, etc. to maximize effectiveness. Nonetheless, many people refer to university departments that teach management as "[business schools](#)". Some such institutions (such as the [Harvard Business School](#)) use that name, while others (such as the [Yale School of Management](#)) employ the broader term "management".



English-speakers may also use the term "management" or "the management" as a collective word describing the managers of an organization, for example of a [corporation](#). Historically this use of the term often contrasted with the term "[labor](#)" – referring to those being managed.

But in the present era the concept of management is identified in the wide areas and its frontiers have been pushed to a broader range. Apart from profitable organizations even non-profitable organizations ([NGOs](#)) apply management concepts. The concept and its uses are not constrained. Management on the whole is the process of planning, organizing, coordinating, [leading](#) and controlling.



Levels

Most organizations have three management [levels](#): first-level, middle-level, and top-level managers. First-line managers are the lowest level of management and manage the work of non-managerial individuals who are directly involved with the production or creation of the organization's products. First-line managers are often called supervisors, but may also be called line managers, office managers, or even foremen. Middle managers include all levels of management between the first-line level and the top level of the organization. These managers manage the work of first-line managers and may have titles such as department head, project leader, plant manager, or division manager. Top managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. These individuals typically have titles such as executive vice president, president, managing director, chief operating officer, chief executive officer, or chairman of the board. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid. Each level is explained below in specifications of their different responsibilities and likely job titles.



Top

The top or senior layer of management consists of the [board of directors](#) (including [non-executive directors](#), [executive directors](#) and [independent directors](#)), president, vice-president, [CEOs](#) and other members of the [C-level](#) executives. Different organizations have various members in their C-suite, which may include a [chief financial officer](#), [chief technology officer](#), and so on. They are responsible for controlling and overseeing the operations of the entire organization. They set a "[tone at the top](#)" and develop [strategic plans](#), company policies, and make decisions on the overall direction of the organization. In addition, top-level managers play a significant role in the mobilization of outside resources. Senior managers are accountable to the shareholders, the general public and to public bodies that oversee corporations and similar organizations. Some members of the senior management may serve as the public face of the organization, and they may make speeches to introduce new strategies or appear in marketing.



The board of directors is typically primarily composed of non-executives who owe a [fiduciary](#) duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization. These directors are theoretically liable for breaches of that duty and typically insured under [directors and officers liability insurance](#). [Fortune 500](#) directors are estimated to spend 4.4 hours per week on board duties, and median compensation was \$212,512 in 2010. The board sets corporate strategy, makes major decisions such as major acquisitions, and hires, evaluates, and fires the top-level manager ([chief executive officer](#) or CEO). The CEO typically hires other positions. However, board involvement in the hiring of other positions such as the [chief financial officer](#) (CFO) has increased. In 2013, a survey of over 160 CEOs and directors of public and private companies found that the top weaknesses of CEOs were "[mentoring](#) skills" and "board engagement", and 10% of companies never evaluated the CEO. The board may also have certain employees (e.g., [internal auditors](#)) report to them or directly hire independent contractors; for example, the board (through the [audit committee](#)) typically selects the [auditor](#).



Helpful skills of top management vary by the type of organization but typically include a broad understanding of competition, world economies, and politics. In addition, the CEO is responsible for implementing and determining (within the board's framework) the broad policies of the organization. Executive management accomplishes the day-to-day details, including: instructions for preparation of department budgets, procedures, schedules; appointment of middle level executives such as department managers; coordination of departments; media and governmental relations; and shareholder communication.



Middle

Consist of [general managers](#), branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower-level managers towards better performance.

Middle management is the midway management of a categorized organization, being secondary to the senior management but above the deepest levels of operational members. An operational manager may be well-thought-out by middle management or may be categorized as non-management operate, liable to the policy of the specific organization. The efficiency of the middle level is vital in any organization since they bridge the gap between top level and bottom level staffs.

- Their functions include:

Design and implement effective group and inter-group work and information systems.

- Define and monitor group-level performance indicators.
- Diagnose and resolve problems within and among workgroups.

Design and implement reward systems that support cooperative behavior. They also make decision and share ideas with top managers.



Lower

Lower managers include [supervisors](#), section leaders, forepersons and team leaders. They focus on controlling and directing regular employees. They are usually responsible for assigning employees' tasks, guiding and supervising employees on day-to-day activities, ensuring the quality and quantity of production and/or service, making recommendations and suggestions to employees on their work, and channeling employee concerns that they cannot resolve to mid-level managers or other administrators. First-level or "front line" managers also act as role models for their employees. In some types of work, front line managers may also do some of the same tasks that employees do, at least some of the time. For example, in some restaurants, the front line managers will also serve customers during a very busy period of the day. Front-line managers typically provide:

- Training for new employees
 - Basic supervision
 - Motivation
- Performance feedback and guidance

Some front-line managers may also provide career planning for employees who aim to rise within the organization.



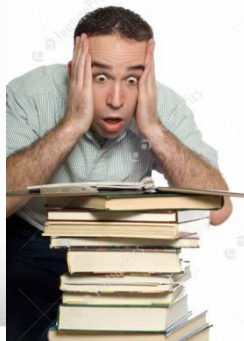
Training

Colleges and universities around the world offer bachelor's degrees, graduate degrees, diplomas and certificates in management, generally within their colleges of business, business schools or faculty of management but also in other related departments. In the 2010s, there has been an increase in online management education and training in the form of electronic [educational technology](#) (also called e-learning). Online education has increased the accessibility of management training to people who do not live near a college or university, or who cannot afford to travel to a city where such training is available.



Requirement

While some professions require academic credentials in order to work in the profession (e.g., law, medicine, engineering, which require, respectively the [Bachelor of Law](#), [Doctor of Medicine](#) and [Bachelor of Engineering](#) degrees), management and administration positions do not necessarily require the completion of academic degrees. Some well-known senior executives in the US who did not complete a degree include [Steve Jobs](#), [Bill Gates](#) and [Mark Zuckerberg](#). However, many managers and executives have completed some type of business or management training, such as a [Bachelor of Commerce](#) or a [Master of Business Administration](#) degree. Some major organizations, including companies, non-profit organizations and governments, require applicants to managerial or executive positions to hold at minimum [bachelor's degree](#) in a field related to administration or management, or in the case of business jobs, a Bachelor of Commerce or a similar degree.



Undergraduate

At the undergraduate level, the most common business programs are the [Bachelor of Business Administration](#) (BBA) and [Bachelor of Commerce](#) (B.Com.). These typically comprise a four-year program designed to give students an overview of the role of managers in planning and directing within an organization. Course topics include accounting, financial management, statistics, marketing, strategy, and other related areas.

There are many other undergraduate degrees that include the study of management, such as [Bachelor of Arts](#) degrees with a major in [business administration](#) or management and Bachelor of Public Administration (B.P.A), a degree designed for individuals aiming to work as [bureaucrats](#) in the [government jobs](#). Many colleges and universities also offer certificates and diplomas in business administration or management, which typically require one to two years of full-time study.

Note that to manage technological areas, one often needs an undergraduate degree in a [STEM-area](#).



Graduate

At the graduate level students aiming at careers as managers or executives may choose to specialize in major subareas of management or business administration such as [entrepreneurship](#), [human resources](#), [international business](#), [organizational behavior](#), [organizational theory](#), [strategic management](#), [accounting](#), [corporate finance](#), entertainment, global management, [healthcare management](#), [investment management](#), sustainability and [real estate](#).

A [Master of Business Administration](#) (MBA) is the most popular professional degree at the master's level and can be obtained from many universities in the United States. MBA programs provide further education in management and leadership for graduate students. Other master's degrees in business and management include [Master of Management](#) (MM) and the [Master of Science](#) (M.Sc.) in business administration or management, which is typically taken by students aiming to become researchers or professors.

Management doctorates are the most advanced terminal degrees in the field of business and management. Most individuals obtaining management doctorates take the programs to obtain the training in research methods, statistical analysis and writing academic papers that they will need to seek careers as researchers, senior consultants and/or professors in business administration or management. There are three main types of management doctorates: the Doctor of Management (D.M.), the Doctor of Business Administration (D.B.A.), and the Ph.D. in Business Administration or Management. In the 2010s, doctorates in business administration and management are available with many specializations.



Good practices

While management trends can change so fast, the long-term trend in management has been defined by a market embracing diversity and a rising service industry. Managers are currently being trained to encourage greater equality for minorities and women in the workplace, by offering increased flexibility in working hours, better retraining, and innovative (and usually industry-specific) performance markers. Managers destined for the service sector are being trained to use unique measurement techniques, better worker support and more charismatic leadership styles. Human resources finds itself increasingly working with management in a training capacity to help collect management data on the success (or failure) of management actions with employees.



Evidence-based management

Evidence-based management is an emerging movement to use the current, best evidence in management and decision-making. It is part of the larger movement towards evidence-based practices. Evidence-based management entails managerial decisions and organizational practices informed by the best available evidence. As with other evidence-based practice, this is based on the three principles of: 1) published peer-reviewed (often in management or social science journals) research evidence that bears on whether and why a particular management practice works; 2) judgement and experience from contextual management practice, to understand the organization and interpersonal dynamics in a situation and determine the risks and benefits of available actions; and 3) the preferences and values of those affected.



Nature of work

In profitable organizations, management's primary function is the satisfaction of a range of [stakeholders](#). This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing great employment opportunities for employees. In case of nonprofit management, one of the main functions is, keeping the faith of donors. In most models of management and [governance](#), shareholders vote for the [board of directors](#), and the board then hires senior management. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing managers, but this is rare.



Basics of management

According to [Fayol](#), management operates through five basic functions: planning, organizing, coordinating, commanding, and controlling.

Planning: Deciding what needs to happen in the future and generating plans for action (deciding in advance).

Organizing (or staffing): Making sure the human and nonhuman resources are put into place.

Commanding (or leading): Determining what must be done in a situation and getting people to do it.

Coordinating: Creating a structure through which an organization's goals can be accomplished.

Controlling: Checking progress against plans.



Basic roles

- **Interpersonal:** roles that involve coordination and interaction with employees.
- Figurehead, leader
- **Informational:** roles that involve handling, sharing, and analyzing information.
- Nerve centre, disseminator
- **Decision:** roles that require decision-making.
- Entrepreneur, negotiator, allocator, disturbance handler



Skills

Management skills include:

- political: used to build a power base and to establish [connections](#).
- conceptual: used to analyze complex situations.
- [interpersonal](#): used to communicate, [motivate](#), mentor and delegate.
- diagnostic: ability to [visualize](#) appropriate responses to a situation.
- [leadership](#): ability to communicate a vision and inspire people to embrace that vision.
- [cross-cultural leadership](#): ability to understand the effects of culture on leadership style.
- technical: [expertise](#) in one's particular functional area.
- behavioral: perception towards others, conflict resolution, time-management, self-improvement, stress management and resilience, patience, clear communication.



Implementation of policies and strategies

- All policies and strategies must be discussed with all managerial personnel and staff.
- Managers must understand where and how they can implement their policies and strategies.
- An action plan must be devised for each department.
- Policies and strategies must be reviewed regularly.
- Contingency plans must be devised in case the environment changes.
- Top-level managers should carry out regular progress assessments.
- The business requires team spirit and a good environment.
- The missions, objectives, strengths and weaknesses of each department must be analyzed to determine their roles in achieving the business's mission.
- The forecasting method develops a reliable picture of the business' future environment.



A planning unit must be created to ensure that all plans are consistent and that policies and strategies are aimed at achieving the same mission and objectives.

Policies and strategies in the planning process

- They give mid and lower-level managers a good idea of the future plans for each department in an organization.
- A framework is created whereby plans and decisions are made.
- Mid and lower-level management may add their own plans to the business's strategies.





Thanks for your attention

