# REVIEW OF MANAGEMENT CONCEPTS & ARENAS TO EXCOGITATE HEALTHY & HARMONIOUS ORGANIZATIONS WITH GLORIOUS GROWTH &ENHANCED PRODUCTIVITIES

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## PRELUDE

**1.1.** The pace of progress in **Management Concepts** & **Practices**, like all other fields, has been very fast in the twentieth century, so also its applications, although the thought process can be traced back to 1300 BC from an interpretation of an early Egyptian Papyri. The Parable of Confucius, Scriptures of Chanakya, and lessons of Zoroastrianism, inter alia, spelt out some of the Management concepts.

**1.2.** Frederick Winslow Taylor (1856-1915) is generally, accepted as the founder of Modern Scientific Management, although some treatise were *earlier* formulated by Charles Babbage (1792-1871) who is more well known as the father of Computer. Henri Fayel, a French (1841 -1925) and Peter Drucker have also largely contributed to the contemporary concepts of Management.

**1.3.** Management essentially implies Definition & Identification of Goal(s), Activities with What-count-parameters, & their Interrelationships, Mobilization of Materials, Tools, Appliances & Plants, & Man-Power Resources –their Education based on Pedagogy & Training, Allocation of Tasks, *in synchronization with the* flow of Activities, Organizing, Using & Controlling Man Power, Human Activities, as also Progresses, with due Harmony, towards specific Ends so as to achieve the Goal, within the predetermined & Logically evaluated Time frame; there may be large number of Goals which converge to an ultimate Goal.

**1.4.** With the fast advancements of the Science &Technologies, their associated Systems & Structures, & overall holistic canvas the processes of Teaching & Development of Conceptual Structures & Expertise have been becoming an increasingly advancing Task requiring pedagogic changes.

**1.4.1.** Consequently there may be continuous requirements of revaluation & restructuring of the existing Setups .with operational knowledge & Expertise of Computers which are now also essential complements of Appliances & Machineries requiring in depth structuring & operating knowledge in Administration, Industries, Education &Business with foundations in Academics, Researches& On hand Expertise

## 2. STRUCTURE OF PROFESSIONAL MANAGEMENT

**2.1.** While the terms *Administration*, *Management* and *Organization*, are used loosely to mean the same thing, but these terms connote different meanings.

**2.2. Administration** determines & ensures Corporate Policy, Production, Service, Distribution, Settlement, Marketing etc. above all coherence of all positive parameters, eliminating all counterproductive activities**.**

**2.3. Organization** is the harmonious array of Individuals and / or Groups, *supported by Machineries &* *Appliances* having different kinds of Professional & Execution Expertise, and discharge the functional & productive duties assigned, in a combined form with due Accountability.

**2..3.1** In any Organization, the *task of organizing* remains to be another critical area, with inbuilt disciplines, defined responsibilities interrelationships &ork culture

**2..3.2.** It is necessary to identify the *Activities with Personnel* responsible for the job, from the fundamental/starting point, as also to fix   Responsibilities  in all Activities in terms of Materials, Tools & Plants and Machinery & Targets *with   proper Delegation of Power and well defined Organizational/Line Staff Relationships.*

**2.,3.3** It is also  necessary, according to the size & diversities of an Organization to go for *Departmentalization* in the ways of Function, Products – tangibles & intangibles, Territory, Process, Organizational  Structures, Accountability etc & due interrelationships

 **2.3.4.** It is an Organizational Philosophy to *encourage Specialization &Innovation*, avoid Duplication, and to create an atmosphere of  *Coordination* that aids Quality Expansion and Growth

**2.4. Management** is  concerned with the Execution of Policy commensurate with the Systems developed to ensure Qualitative Productivity at least up to the limits set up by the Administration. Every area of Activity will require well defined managerial process, and some of the areas just to pinpoint are Maintenance, Operation, Production, Generation, Project-Construction, Commerce & Marketing, Finance & Accounts, Inventory, Public Relation, Personnel, Security, Healthcare &Hospital, etc.

**2.4.1.** In all cases except the last one, the Activities- their parameters sequence & interrelationships can be readily identified and quantified  and the flow charts to the goal, in precise time frame can be worked out  in advance. The progress & achievement can be monitored by the managerial process, defined earlier.

**2..4.2.** In any sphere of activity, *Scientific Attitude* like Enquiring & Inquisitive mind, Identification of the Tasks their Processes &  Problems, Investigation & its Process, Classification of Data, Experimentation etc, help in better understanding of the Objectivity & Results;  this is true for Management also, hence the term **Scientific Management.**

**2.4.2.** Nevertheless, one of the key areas of Management lies in effective *Human & Interpersonal Relationships* and hence Management is also an *Art*.

**2.4.3.** The Management sphere involves large number of Activities & Interrelationship in an optimum sequence, and requires Professional Knowledge & holistic & multi-lineal  Expertise

**2.4.4.** The **Managemen**t, in projecting the contemporary ideas, can be defined to cover the following Activities/Areas/Objectivities:

**2.4.4.1.** Achieving  *maximum results with minimum efforts* with satisfaction for the Participants & Beneficiaries – Public in general.

**2.4.4.2.** *Decision making & Control* over the Members of an Organization for attaining predetermined goals.

**2.4.4.3.** Efficacious *Personnel Administration*.

**2.4.4.4** Efficient *Executive Leadership*.

**2.4.4.5** Getting the Tasks duly & timely *profitably*  done.

**2.4.4.6.** Healthy *exploitation of human skills* & associated capabilities, for accomplishment of overall objectives with their .**Education & Training** *as required from time to time*

**2.4.4.7.** *Innovativeness  creativity*. & elimination of counterproductive activities

**2.4.4.8.** *Dynamic interactions* with lower, higher and horizontal levels and other outside functionaries for *harmonious Progress & Outputs*

**2.4.4.9.** Timely Planning of all Activities with harmonious interrelationships

**2.4.4.10.** Social Responsibility

**2.4.4.11.** It will be appreciated that the *Tasks of Managing is highest at the lowest level of Managers* e.g., Inspectors/Supervisors/Foreman , and goes on increasingly, diminishing at the higher levels where Administrative functions are increasingly, more and more.

**2.4.4.12.** Every Manager performs, basically, two types of jobs namely, *Doing Non-managerial* and *Managing,* and there may be wide gaps between them.

**2.4.4.13.** In addition to *Knowledge & Skills*, required for a particular type of work, *Mental Attitude & Mindset,* **and** *Adaptability* are also, inter alia, basic requirements of a Manager.

**2.4.4.14.** *Entrepreneurship* is the essence of success, as we see in day to day life and this stimulates Vision to Planning, Instinct to Control and Courage to Decision-making.

**2.4.4.15.** In the present context, *Social responsibilities & identities* do influence the Managerial functions.

**2.4.4.16.** The contemporary thoughts are Decentralization of Power, Accessibility to Jobs for one & all – subject to fulfilling of requisite qualifications & Expertise,, Change in Authoritarian Attitude, Equal Opportunities to all Employees, Deployment of Science & Engineering to streamline & optimize the System, Creating Jobs & New Opportunities, Economic Growth etc.

**2.4.4.17.** The Management is responsible to the Organization, Owners, Share holders, Consumers and the Community as a whole & bears different kinds of Social Responsibilities

**2.4.4.18.** *Feedback & Review* are two common stages of all Management processes, and to avoid repetition, have been excluded from subsequent discussions.

**2.5..** In any Organization, the *task of organizing* remains to be another critical area, .with inbuilt disciplines, defined responsibilities & interrelationships. With expert workers, the task becomes simpler

**2.5.1.** It is necessary to identify the *Activities with personnel* responsible for the job, from the fundamental/starting point, as also to fix Responsibilities in all Activities in terms of Materials, Tools & Plants and Machinery & Targets *with proper Delegation of Power and well defined Organizational/Line Staff Relationships.*

**2.5.2..** It is also necessary, according to the size & diversies of an Organization to go for *Departmentalization* in the ways of Function, Products –
tangibles & intangibles, Territory, Process, Organizational Structures, Accountability, modes of Interrelationships etc

**2.5.3.** . It is an Organizational Philosophy to *encourage Specialization &Innovation*, avoid Duplication, and to create an atmosphere of *Co-ordination* that aids Expansion and Growth.

### 3. IMPORTANT  ZONES OF MANAGEMENT.

**3.1** The Management of  **Healthcare & Hospital** is ostensibly being the most complex, intricate & knowledge based humane task, needs clear cut enunciation. While qualitatively,  every Patent is different, as to time of attention, tests involved, predictable and unpredictable parameters, frequency of checkup, medicines, etc., there may **not be accepted methods to evaluate  quantitatively, the Tasks in Units** and therefore, the physical numbers & projected figures have to be taken for assessing the workload; in Surgery, eg there may wide differences in the complexity of the tasks

**3.1.1.** This needs **a Harmony - *Discipline& Interrelationships apart,*** between the Critical parameters i.e. **Doctors & Paramedics** vs **Patients ratio**, *commensurate* **Stock** of Medicines *which go on changing with advancing time* & Dispensing **Counters**, Adequate Numbers of **Beds** for Admission & Treatment, **Basic Equipment** for Analysis, Testing & Surgery and allied compliments which individually constitutes sub areas of Management

In most of the cases, the study, analysis & decision making have to done singlehandedly by the Doctor who has to continuously update knowledge and expertise of ever advancing fields

**3.2. Computer & Computerization** with **the spreading wings**. In daily functioning; now Computer is an essential appliance and its basic features are now inherent compliment in Appliances, Plants & Machineries and Communication set ups

**3.3. Academics, Education & Training** Depending upon the degree of complexities of an Organization, it may become necessary to built Educational Institutions where the Managers as soon as they join may have to undergo intensive learning which may become necessary in different stages of advancements in the career, supported by *in some cases* on hand trainings

**3.4..INDUSTRIES** with their harmonious Business play a very important role in all tyres of modern Civilization and their Efficient & Ethical functioning have to be intellectually managed for the benefits to the States & Society and their own Creditably Honour &Trustworthiness

**3.5. Good Governance,** mainly because of mounting confusions & disorders generated by interferences of different kinds, truancy of Staff - *backed by Political parties*, is becoming *a sterile verbose* of **Management**. What is important for Managers is to ensure **timely implementation of all Orders & Norms which will eliminate the disorders created by Trade Unions. With issues like PPP having TPA, the Governance gets distracted.**
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**3.6.** The **FINANCIAL MANAGEMENT** is based on precise allotments of Funds itemwise, for Expenditures with hardly any scope of compromise where the Earnings/Allotments must be well above the overall expenditures. leaving no unpaid areas & scope of disorders

**3.7.** The **Trading** World over, though comparatively, in a micro scale, had been in vogue from the prehistoric days and *had its own charms* – adventures apart, and had *invaluable contributions to the growth of Civilization* and *Enrichment of Humane Communication* which should be respectfully recognized.

**3.7.1** The Romanticism & Adventure were strong enough to ignore & overcome the insurmountable barriers of languages, hilly terrains, rivers & seas, jungles, wild animals and even hostile residents, and of course, to inspire the arduous journeys over thousands and thousands of miles, across the World.

**3.7.2.** With **Industrial Revolution**, the Trading got a new kind of impetus. N**ow** with **Computer, Communication, and instant Connectivity** *those simultaneously have been conducive to burgeoning multi-lineal Productions*, have been basically the **forces behind the present concept & propaganda of Globalization, roles of WTO apart**.

**3.7.3.** The massive **investments in Organized Researches** have been giving new dimensions to the **Complexities & Speeds of Changes**
which are readily being **grabbed & gulped** in the name **of Advancements** *that is again fuelling Globalization.*

**3.8 Globalization**, however mesmerizing it may be, has been contriving a New Power & Authority in Bureaucracy, Political Parties, MNCs & Cartels, and a *Complex, rather an Ambiguous Process* of **Economic Transformation**. The emphasis has been resulting in *Predatory & Oligopoly, Spurts in Packaging & Transportation, and new White- collared Service Sectors, and on the other hand, Dumping, Chocking Dependency & Discouragement* of *Growt*h at the receiving ends.

**3.8.1** Consequently, there is a ***Big Gap between the Manufacturing Costs & the Prices paid by the End-users***,- *authenticated by an exalted MRP( maximum retail price) benefiting artificially*, again the Middlemen, whereas *even in the* **most advanced Country, the men at the very bottom, reportedly, suffered a sizeable drop in their effective wages.**

**3.8.2** With the present ***Paradigms* of Motor Propelled Economic Gr**owth vis-a vis Cost-Intensive Plants - *having the capability of mass production*, & to cater to Worldwide requirements, **an efficacious balance may not be readily attainable**, and on the face of *eventually* Erratic Global Market, Political Restlessness, Rules & Regulations & Barriers all over, the **high stakes for the Developing Countries et al, Globalophobia, may not be imaginary.**

**3.8.3.** In fact**, the very strategy for boosting Export, for obtaining budgetary balance has only been generating** *artificially,* **a type of competition between different Countries & prosperous middlemen** while the *volatility in the artificial market continues*

**3.8.4** The closely related issue of **FREE TRADE** creates another kind of Competition, particularly amongst the Underdeveloped Countries, in the form of Cheap Labor, *Relaxed* Environmental Laws & Health & Safety Standards and Social Services , though the United Nations Environment Program(UNEP) and the Committee on Trade & Environment (CTE) are set out to enforce **International Environmental Obligations.** In the process, the *labor forces* get all the more **humiliated, even trafficked** while the Middlemen in the name of the Economic Growth, continue to thrive.

**3.8.5** Looking to the **growth of Insurgencies, Subversions, & Terrorism**, even in the free trades, strict vigilance has to exercised, as to threatening materials that may get in a Country.

**3.8.6 Private investors** further, may, hardly play any role to Control Inflation. The local Offshoots like **Special Economic Zones**(SEZ) are yet another kind of appendicitis vitiating the smooth Economic Processes, irrespective of political interfacing.
.
**3.8 7** The Paradigm creates a new impetus to Private sectors to capture the Markets of Public services of Health care, Social Security, even **Education** creating ***new areas of profits***. The ***Debt –trapped Countries***, *on the lure of Foreign Exchange*, are forced **to sell the Primary & Natural Resources**

at the **Lowest Possible Price,** *more and more, resulting in further Degradation of Standards*

### 3.9.Crises &DisasterManagement

**3.9.1.** The tasks of managing Crises & Disasters can be handled only with commensurate Organizations and Resources as also Responsibilities for dealing with all Humanitarian Aspects of Emergencies and vary according to the <u>Types ofCrises/ Disasters</u>, Preparedness, Reliefs available & Recoveries needed. **The Response in any case has to be prompt where again ICT( Information Computer Technology) is of great aid. In the vulnerable areas, the Network must have standbys and Satellites should provide the essential links.**.

**3.9.2.** The United Nations International Strategy for Disaster Reduction (UN/ISDR) identifies several Key Parties that play major roles in the Disaster Management , especially in Disaster Warning (UN/ISDR, 2006). like **Communities, Local Governments, Private Sector, Media, Scientific Community, National Governments, Regional institutions & Organizations and Non-governmental Organizations (NGOs)**

**3.9.3.** With Widespread & Multi-lineal Communication Networks & Real time Informatics**,** the Strategies to fight the threats are now well-established and the Tasks, ***not to be seen in isolation*** are usually classified as follows,

**1. Mitigation:** Reduction in the chance/degree of a hazard.

**2. Risk reduction** That seek to avoid future risks as a result.

**3. Prevention:** Avoiding a disaster even at the eleventh hour.

**4. Preparedness:** Plans or Preparations made to save lives or property, and help the response & rescue service operations.

**5. Response: A**ctions taken to save lives and prevent property damage, and to preserve the environment during emergencies or disasters. The response phase is the **implementation of Action Plans.**

**6**. **Recovery:** Assist a community to return of sense of normalcy

## 4 SCIENTIFIC & PRODUCTIVE RESTRUCTURING OF SYSTEMS
**4.1.** *Change* is only natural in espousing of evolution, and the higher *degrees of reasons, sagacity, consciousness, reasons & truth*, have to be . duly respected, in action. The **paradigms of Economic Growth, generated by Political dictums must change radically, and** must concentrate on Zonal self- sufficiency,-basic needs wise, and concentrate in embellishment of the prevailing culture.

**4,2** There is, further, no scope of ambiguous experimentation & escape route, based on unfounded clairvoyance & blue- sky thinking so that the transformation from passive to proactive shape of the Civilization is smooth efficacious, and sustainable in the long run.

**4.3** There is a dire necessity of **An Universally accepted Action Plan on the following areas which are** *overdue and suggestions thereto*
*are juxtaposed; all undue influences on political & economic grounds must be ignored.* .

## 5. REVIEW OF MANAGERIAL ARENA
**5.1.** The **Task of Managing** is to achieve certain Objective/Goal/Result, and it is important to understand the **fundamental functions,** *item by item, ut infra* and their interrelationships with efficient & clear-cut Governance.
.
**5.2.** Restructuring the conceptual structure with in built knowledge for **Ethics, Policy Making** & **Planning.**

**5.2.1. Plannin**g is an essential ingredient of any process, and is aimed to achieve the desired result and its target, commensurate with Organizational commitments & aspirations, keeping in view the planning needed for Manpower of different expertise - the structure and resources like Machineries and different Materials & now Computer with Programming skills.

**5.2.2.** The stage(s) of *Planning in advance or Primacy of Planning* is the essence of accomplishment, and the following questions, inter ala, and their time frames, are relevant:
i) *What and why* to be done.
ii) *How* it should be done to achieve the Objective.
iii) *Who* (all) should be responsible.
vi) *Where* actions to be taken
v) What are the *Gaps/Shortfall* in the projected activity /objectives, and how those gaps have to be filled up.

**5.2.3.** The *Stage*s those are relevant in Planning are given below:
i) To *pinpoint the Objectives*, by looking to the future
ii) *Collection and Analysis of Data*
iii) To identify the **Limitations** in the Asset Structure, Organization, Methods of Working at all levels, Interrelationships etc.,
iv) Probing into Alternatives and Amendments needed,
v) To Develop *Optimum Course of Actions*, according to Organizational Capability.
vi) To Indicate *Policies, Procedures, Methods, Programs, and Financial Strategy with rationalized Accounting Procedure,*

**5.2.4.** In Planning, there are large number of Assumptions – known as Premises, which are grossly, identified below:

**5.2.4.1.** There are **controllable and uncontrollable variables** which must be meticulously identified. In number of cases, Predictions can be made but no Planning, on *sketchy information*, should be done. .

**5.2.4.2.** There are **other features of no less importance**, which affect Planning, namely Economic Environment, Political Climate, Social Atmosphere, Demand, Availability of Resources and Policies – External & within
 Organization, Basic Policies,  Commitment,   Financial Status etc. which do come in the picture and disrupt the Planning, at some time or the other.

**5.2.4.3. Information System:**  Data & Information form the basis of Planning &  Management, but clear understanding as to the necessities, Real Time updating and ready Availability are needed, as also of the programming and garbage must be avoided so that it does not become a burden to the objective.

**5.3.** It is also necessary to **Educate & Train the Staff** as to Structure of the  Programme,  Planning, Detailing & Operation of the System

**5.3.1.** Further, the Staff must be trained as to mode of uses of Terminals *to avoid, , any consequential, health hazards  of the Users.*

**5.4. PERT & CPM.**

**5.4.1.  PERT** ( *Program Evaluation and Review Technique***)** is a management technique of planning  and control of usually**,** non-repetitive  projects **-**  jobs which has not been done before, and may not be done in the same precise manner. This is utilized by Managers to gain better control for planning a program/project/production process of any size/ research & development/even marketing.

**5.4.1.1.** The concept grew out of 'Gnatt  milestone chart' invented by H.L. Gnatt, a  contemporary  of Frederick Winslow Taylor, and places all the Activities, according to their timeframe, in Series & Parallel, in a Network and the converging point becomes the date of completion.

**5.4.2. CPM** ( *Critical Path Method* ) is another  Planning & Control  Networking Technique, & is normally, used where  some past cost data are available. A Manager can make use of the concept to complete a job in the shortest period of time with minimum expenditure for overtime, additional Labor/Equipment, without penalty for finishing late,  *provided all resources have been available in time of the beginning of respective activities and progress duly monitored – re-planned if required, and timely completion ensured.*

**5.5.. Man Management** & **Staffing**.

**5.5.1** For every activity, there are certain requirement of Staff,  and the Staffing Pattern should be commensurate with the expected job/task, & Educations, degrees of expertise & interrelationships, at all levels .supported by Education Training & development of on hand Skills & Expertise

**5.5..2.** People are the most important Resource and Right People should be placed in Right places The *Man Management* is the basic Key of overall  Productivity /Success, that One in managerial position is bound to feel in day to day functioning.

**5.5..3.**     For *Staffing*, it is important to pinpoint the direct & indirect Tasks associated and their Interrelationships with the others in predefined timeframe, and to organize their Placement, including Recruitment,Education, Training and Departmental & Organizational Selections and associated critical areas.

**5.5.3.1.** *Filling up Vacancies – anticipated & frictional, arising out of Transfer, Retirement, Resignation, Expansion of Activities etc*., is a continuous process. In the case of **New Activities**, the Task contents must be outlined, *de novo*, including the Training Measures & Functional roles.

**5.5..3.2.** *Recruitment of Personnel***:** A continuous process again. The Forecast, *category wise* with number, should be reasonably accurate, and the Time frame, keeping in view the Rules & Regulations and Procedure, should be logically assessed. The *Posting* process should follow, on the basis of the Panel formed.

**5.5..3.3. Educating & Training of Staff:** With the ever increasing complexities of the Technical Structures, as also of the Organizations, Intensive Education &Training in Systems, /Trades,/ Disciplines duly interposed with the Tasks is a basic necessity of Manpower Development, as the degree of their Excellence will ultimately produce the strength & timely & qualitative Outputs of the Organization.

**5.5..3.4. Performance Appraisal:** While there may be some difference of opinions to the Methodology & Yardsticks, the need for *Appraisal* vis-a vis the Job expectations, including Career prospects, is a basic necessity.

**5.6. Motivating:**

**5.6.1.** Motivating is an essential undercurrent for providing incitements, and a force for directing staff for fast attainment of objectives& pride

**5.6.2.** An effective leadership of Managers, in the present context, has a big role. A Manager, at each Supervisory point, may take the attitude of Paternalism, Autocracy, or Democracy and in fact, all the attitudes work at one time or the other. A Manager, in any case, & to the extent feasible – *by the very Discipline of functioning, must be a* **Model** *and source of inspiration for which Empowerment is a necessity*

**5.6.3.** Apart from Rules & Regulations, a Manager has to motivate *Disciplined Behavior*, and One usually develops his own methods of communication. It is also necessary to develop *a working Culture & climate*.

**5.6.4.** *Incentives* in terms of Financial Award, Promotion, Certificate etc., do help in motivating; *partialities should be avoided*, though sometimes this is used for creating loyal followers.

**5.6.5.** There are other ways also for motivating staff, e.g., in the way of Additional Responsibility ( Position/ Status), meaningful Participation, Recognition – inducting a Sense *rather* Pride of Achievement, creating Hope for bettering Career Prospects etc

**5.6.6.** There is an increasing emphasis on *Group Cohesiveness* and *Dynamics* which are Dynamic interactions of Individuals in a sort of *Face to Face Relationships*. It may be necessary to redefine the Goals, and to continuously motivate the workers to achieve the Goals, within the expected Timeframe.

**5.7. Controlling.**
**5.7..1.** The *Controlling* is necessary to ensure the achievement of the Objectives & to ensure discipline & workculture.

**5.7. 2.** In this process, there has to be *system of Monitoring & Feedback* so that the **Problem/ Task** can be identified well in advance, so as to select **new modes** from time to time, to solve them.

**5.7.3. Evaluation of Performance** is also, side by side, a continuous necessity for taking remedial measures.

**5.7.4.** It is desirable to pay more attention to Exceptions & Deviations.

## 6. DECISION MAKING.
**6.1.** The Tasks of *Decision-making* is a regular feature in the Management processes.

**6.2.** It is a process of *selection* of a course of Actions on some Criteria, out of alternatives - may be of different kinds.

**6.3.** It is a Mental Process dependent upon Knowledge, Rationality, Work Environment, Parameters & Objectives which *may differ from time to time*, Time factor etc., and the steps are

 (i) Identification  of the Problem,
 (ii) Analysis of the Facts,
 (iii)Identification  of the Solutions, out of different Alternative,
(iv) Decision on the Best Solution, *as identified*.
 (v) Implementation  of the Decisions, after due Preparations those may be needed.

## 7. STRATEGIES & TRAITS

7.1. **Management by Objective**, also known as *Results Management, & /Management by Result.*

**7.1.1.** The Objectives must be *clearly defined,* and this should be made known to one & all. The *Reasonableness* of the objective, as per Capability, Plans & Programs, should be appreciated so that the same  is readily attainable. The Factors which otherwise, may be *uncontrollable,* should be taken into consideration, as also the measures those may be needed to combat them.

**7.1.2.** The General and Overall Objectives must be defined according to the Nature of Products, Business &Tasks, Projected Growth, Means & Measures to increase Productivity, Economic Parameters, Survival Strategies etc. The *Objectives* for Departments, Zones, even Individual Staff Members in *rank & file*, shall be defined, and all these must add together to a common Objective /Goal.

**7.1,3.** The Concept provides a basis for Planning & Programs, and the General Management must *proactively*, think  ahead of the Results.  This also helps in understanding the Interrelationships Coordinated Behavior and Harmony needed.

### 7.2. Communication Skills.

**7.2.1.** *Communication* Skills *with preciseness* form an extremely Important Aspect in Management, and enriches the Functional Results; an awareness  for *Efficacious Communication* is needed at all levels.

**7.2.1.1.** As an Individual, one should know the *Nature & Principles of Communication, and* try to develop the essential skills viz**.** *Listening, Speaking, and Writing,* as also  Participating  in &  Conducting Meetings and Interviews. as also his Elocution & Eloquence

**7.2.2. Listening:** A good *Listener* should

**i)** try to *anticipate* what a person is going to say, mentally summarize - particularly the salient points, *weigh* the merit of the contents before accepting or reacting to the points, one is trying to prove and *listen* between the lines,

**ii)** *resist distraction, hold the questions,*

**iii)** give  *proper attention and response,* keep the mind *open,*

**iv)** hold *temper*, be *patient*, go *easy on arguments & criticism*, ask *questions without talking*.

**7.2.3. Speaking:**

**7.2.3.1.** All Managers must possess the ability to communicate orally *with success,* with all kinds of people around him, as also those of different planes.

**7.2.3.2.** To be an effective Speaker, there are certain aspects, listed below, which have to be, desirably, mastered.

**i)** One must pick the ***right subject*** and duly plan its presentation. The Listeners must be pursued – *rather hypnotized*, to be convinced, motivated, even entertained, and to come forward with questions & arguments.

**ii)** The Class(es) of Audience should be kept in view, as also his own limitations, in deciding the ***style of presentation*** and the ***contents***.

**iii)** While talking to Subordinates, it is necessary to show –and *later prove,* the eagerness to identify by discussions, the problems & difficulties as also to solve them, *as fast as possible*.

**iv)** While talking to Superiors, it has to be carefully borne in mind that they have large number of other factors & problems to consider, their time is valuable, and therefore, the presentation has to be concise and to the point.

**v)** While talking to Colleagues, it is necessary to keep in view their interests, and their egos.

**vi)** While talking to Outsiders, it is desirable to be humane always.

**7.2.4. Presentation;** One should be ***enthusiastic***, ***fluent, ones oneself, and keep eye contact .***It is better *not* to use jargons, and to avoid statutory type of phrases while skills in Eloquence & Elocution enriches the objectives

**7.2.4.1.** To Regulate & Systematize the Presentation, the Text may be recorded in a CD, and a Projector may be made use of to present the Text in an orderly manner, as planned.

**7.2.5. Writing:** The Art of Presentation is yet another aspect of Communication – *managerial trait,* and the Contents must be efficaciously communicative to the Readers. Some rules, are usually laid down for impressive writings, & are given below:

**i)** to plan the Beginning, Middle and the End,
**ii)** *not be too brief or too lengthy either*,
**iii)** Sentences and Paragraphs should be Short, *whenever possible*. The Questions should be direct; *to emphasize, some lines/words may be underlined, or bold.*
**iv)** References to what said and written should be quoted
**v)** the Feelings of the Readers, to the extent possible, should not be hurt.

**7.2.6**. **Interview:** There are certain ground norms viz,
**i)** offer Criticism in private,
**ii)** avoid Long and Predictable prefaces,
**iii)** keep it Simple and Accurate,
**iv)** offer only Criticism and Comment on actions that can be changed.
**v)** Better to avoid talking about other peoples' motives & make any complaint or criticism
**vi)** Better to avoid compareing one person with another,
**vii)** while receiving criticism, one should be quite and show his attentiveness, as also alertness. Attempts should *not* be made to find fault with the
person who criticized; it may not be advisable either, to cut jokes or change the subject.

**7.2.7.. Asking Questions** There are following types of questions, viz
i) *Open Questions*: To develop rapport or seeking opinion, or of general nature or to encourage Interviewee to talk freely.
ii) *Probe Questions*: Designed for searching out the information in great depth.
iii) *Closed Question*: As to get specific idea of information in a specific manner.
iv) *Counterproductive Questions* which distracts from the purpose of the Interview.

**7.3. Meetings:**

**7.3.1.** A Meeting usually, gives a feeling of waste of time and purposelessness, whereas it should mean exactly the opposite.

**7.3.2.** The Meetings should be called to (re)define the goals, receive the reports on the tasks assigned, reach a group coherence, gain acceptability of ideas &  programmes, to review/make decisions, reconcile conflicts, expedite understanding of policy, methods, or decisions, settle on issues remaining outstanding and reestablish interrelationships & accountability.

**7.3.3.**  Before the Meetings, the items should be clearly spelt out as  also the difficulties/impediments/failures in progress vis-a-vis commitments, so that these could be sorted out. The Topics should be interrelated, and there should be enough time for the participants to meaningfully, prepare so that they can spell out the reasons and actions taken/suggestions to overcome the shortcomings and plan out the steps. The **problems/tasks should be focused**, and *the persons wanting to contribute should be identified and encouraged*

**7.3.4.**  For effective participation, the position and the reasons thereto, should be explained, supported by relevant examples which however, should not be misleading. The remarks therefore, should be precise & pinpointed. One has to learn the **Art & Skill of   Disagreeing** with *mutual respect*. In case, there is any attempt to distract the topics, the attention of the Chair should be drawn.

**7.3.5.**  After the meeting, the Minutes should be recorded without any delay and the decisions followed up; in fact, there should also be a *system of timely feedback*

### 7.4. Visual Aids

**7.4.1.** *Visual Aids  in the form of Graphs, Charts*, *Titles, Subtitles, Key Points,* etc,  .all placed in the order of presentation, should be ready means of Communication

**7.4.2.** A well documented CD & Projector, are very effective means of Communication that reaches the audience fast. to keep the Speaker on track

### 7.5. Skills of Group & Interpersonal  Relationships

**7.5.1.**  Most of the major decisions, it may be said, are influenced by Group, or  taken in a Group context. The Group / Team working, is therefore, gaining increasing importance.

**7.5.2.** The success of Group working, naturally, lies in – apart from  mutual respect, observation of certain Norms, Discipline, Codes and Objectives, classified below:

**7.5.2.1.** *Objective setting*.

**7.5.2.2.** *Success Criteria and Bench Mark*. – an efficacious combination of Qualitative & Quantitative measures

**7.5.2.3.** *Systematic & Logical Approach*, happens to be essence of success in every matter, and all the more important for a group to effectively function The Steps required are:
**i)**  Acceptance of Objectives,
**ii)**  Collection of all Data & Information,
**iii)**   Identification of the Task,
**iv)**   Framing of Action Plan,
**v)**  Implementation of the  Action Plan,
**vi)**   Review of the Task to carry out Adjustments.

### 7.5.3.  Observation and Feedback.

The **Organizational Tradition & Culture,  have an inbuilt mindset &environment**

**7.5.4. Communication:** The skill of Communication and  Interpersonal  Relationships within the Members of a Group ( as also all over) provides the **binding force.**

**7.5.5.    Team Work.**

**7.5.6      Authority & Responsibility**: Every Member of a Group has a role    to play as also to exercise Authority & share Responsibility.

**7.5.7. Human  Ability:** In Group environment  ( as also allover) ability & willingness to participate and sense of maturity are important for every member of a group.

**7.6.    Time Management.**

**7.6.1.**  A Manager always runs short of time, and the shortage arises mainly due to ones' **own drawback**, and exercises out of **environmental chaos** *which are of course, uncontrollable.*

**7.6.2.** Some of the well known interruptions in the Time Framework & Routine as such,  are as follows;
**i)** Telephone Calls
**ii)** Drop-in Visitors,
**iii)** Purposeless & Indefinite meetings
**iv)** Crisis & Interferences
**V)** Lack of Objectives / Priority.
**vi)**  Personal Disorder/Indiscipline.
**vii)** Ambiguous/Ineffective Delegation and Attempts to do all by own.
**viii)** Inadequate, Inaccurate and Delayed Data and Information, requiring repeated exercise.
**ix)** Confused understanding, responsibility and authority
**x)** Inability to say genuine Nos.
**xi)** Leaving the Task incomplete.
**xii)** Lack of or Unclear Communication

**7.6.3. One must understand, respect and evaluate Time and this consciousness is important for all levels of any Organization.**

**7.7. Quality Circle.**

**7.7.1.** Conceived  in Japan,  in 1962, it is  primarily a concept of **full participation of staff for physically producing Quality Product**s. It is based, on
a respect for humanity and aimed at **workers satisfaction & activation of human capabilities fully.**

**7.7.2.** A small  Group, between 6 to 12 Staff, doing same/similar work, meet voluntarily for an hour per week in paid time, and attempt, usually, under the leadership of their own Supervisor,
**i)** to Identify & Analyze to some of the Problems in their works.
**ii)** Presenting  Solutions to the Management.
**iii)**  Implementing  the Solution by themselves.

**7.7.3**. In Japan, it had been estimated that *Quality Circles* have been responsible for16% of total Industrial Profit.

**7.7.4.** Whenever,  any Organization tries to optimize the Demand & Price where the System and People emerge, the efforts become  most effective when it has the **most motivated people.**

**7.7.5. *Qualit*y** is a measure of achievement of Customer Satisfaction, and therefore, a number of factors, viz Fitness for use, Reliability, Value for Money, Customer Information and Training, Maintainability, Variety, Speed of Service, Courtesy etc. are involved.

*Quality,* it must be appreciated, cannot be an absolute entity, and has to be a related one though it is largely – even fully covered by a Specification, Drawing, Performance Data etc., and as such, **does not have a conflict with Productivity.**

**7.7.6, System Approach**. The modern concept is to have a *System approach* that means to have a look at the Organization from an overall angle, and following steps are relevant

**i)** identification of the Problems with appropriate perspective and in its entirety; the problem should also be seen from others points of view followed by promt Decision making.
**ii)** Visualization of the most relevant alternatives for evaluation with open mind.
**iii)** Vital few studied, ignoring trivial many.
**iv)** Quantified facts should be established through figures.
**v)** Suggestions for implementation must be practical, shop floor oriented and within the competence of the Organizational setup.
**vi)** Tactful.
**vii)** Monitoring, Controlling, Updating, and Evaluation of the Result and
Improvement achieved.
**viii)** the Credit should be shared with others
**ix)** Exemplary personal Discipline & Ethics .

**7.7.7.Data & Information**

7.7.7.1. In day to day working, Data & Information form the basis of Review & Decision making; the basic ingredients are as follows:
i) Preciseness,
ii) Accuracy,
iii) Timeliness,
iv) Relevance,
v) Interrelationships,
vi) Completeness,
vii) Organizing & Systematization of the flow of Information at Originating, Transmitting and Receiving points.

7.7.7.2. it is necessary to identify the Sources, define the Channels and fix Responsibility so that the Information is worth the content.

7.7.8. **Industrial Relation.**

7.7.8.1.The objectives can be attained only if there is *total harmony –increasingly becoming difficult to achieve,* and respectful –rather peaceful Industrial Relationship which is a basic requirement of Management.

7.7.8.2. The Policies, Principles and Directives issued from time to time, as also Decisions made during discussions/meetings should be kept in view and implemented promptly.

7.7.8.3. It is necessary to maintain communication both formal & informal as a regular measure.

## 8. MANAGEMENT OF LOGISTICS

8.1. **Logistics Management** is that aspect of a **Supply Chain**, that *Plans* the System as a whole, identifies the *Activity Centers & associated Activities, Organizes Staffing, Equipment & (Real Time)Data Communication Systems, Implements* and *Controls/Regulates* together.

8.2A*n Information System* between the related *point of Origin and the points of Consumption, as also Nodal points & Activity Centers* in between, shall provide the information as to location of the Goods , as may be required by the receiving end(s).

## 9. LEADERSHIP AND   MANAGEMENT..

9.1     Preparations & Practices of Leadership   & Management should, however, be duly recognized, with precise objectives of Tenability, Tangibility, & Accountability   at each stage of the Output where efficacy of, inter alia, Personal Management & Interpersonal Relationships, has a big role; there is, however, no scope  of *Verbose & English* that may only confuse the issue, and create counterproductive middlemen who are burdensome in every sense

9,2 The Management, in projecting the contemporary ideas, can be defined to cover the following Activities/Areas/Objectivities: It will be seen that **Leadership** has a direct bearing on large number of the activities.

i..  Achieving *maximum results with minimum efforts* with satisfaction for the Participants & Beneficiaries – persons around in general.
ii. *Decision making & Control* over the Members of an Organization for attaining predetermined goals.
iii. Efficacious *Personnel Administration*.
iv.   Efficient *Executive Leadership*.
v. Getting the *Tasks duly & timely done*.
vi   *Healthy exploitation of human skills* & associated capabilities, for accomplishment of overall objectives.
vi. *Innovativeness & creativity*.
vii.. *Dynamic interactions* with lower, higher and horizontal levels and other outside functionaries for *harmonious Progress & Outputs*.

9.3. The Management is responsible to the Owners, Share  holders, Consumers and the Community as a whole.

9.4. *Feedback & Review* are two common stages of all Management processes, and to avoid  repetition, have been excluded from subsequent discussions.

## 10. ATTRIBUTES OF A MANAGER.

**10.1.** For  an effective Manager, some of the basic functional qualities are identified below:
i)    Professional Competence & Expertise.
ii)   Vision Alertness & Awareness     .
iii)  Authority &Control.
iv)  Regards to System & Methods
v)   Co-operation.

### 10.2 Leadership
1) Emotional balance,
2) Humane emotion,
3) Clear idea as to objectivity,
4) Ability to teach,
5) Acceptability,
6) Will power & Courage,
7) Power of  & Quality  Judgment
8) Adaptability
9) Self Discipline & Timeliness
10) Integrity
11) Efficacy in Interpersonal Relationships.

### 10.3. FUNCTIONAL  PROCESS
The **Task of Functioning** is to achieve certain Objective/Goal/Result, and it is important to understand the **fundamental elements/ functions,** *, ut infra* and their interrelationships.
i). Organization, ii). Planning, iii). Man Management & Staffing, iv). Motivating, v). Controlling. and vi). Decision-making.
There are associated features like Meetings Team Work, Time Management & Industrial Relation.

The Working environment has been becoming more & more arduous & demanding, and it is important for the Managers to, *respectfully*, adjust to the demands of the surroundings, without of course ignoring himself, his values & respect more demanding, and it is important for the Managers to, *respectfully*, adjust to the demands of the surroundings, without of course ignoring himself, his values & respect.

## 11. STRESS MANAGEMENT.

it is important for the Managers to, *respectfully*, adjust to the demands of the surroundings, without of course ignoring himself, his values & respect.

This also needs preparations, and some of the aspects, other than those already mentioned, are enumerated below:

Occasional Break in the Office, Outdoor Trips, Fun, Games, & playing favorite Music Stepping back,

Cooling down & Conviction to say No, when required, Controlling own situation, Alertness on important issues, Confidence with information, & Goal setting. Moderation, Forgiveness & Tolerance., Combating stress creators, Self-assessment, Positive attitude, Limiting alcohol & drugs, Management of money & saving, avoiding stress. Quit smoking: enrich Relationships: Mitigation of Worries , Daily exercise, Eating fresh fruit, veggies, bread & water, Good Sleep with ventilation, Zest for life.

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**Writings listed below may be useful to the inquisitive readers**

1): Peter Drucker         : The Practice of Management.
2.) J. L. Mec         : Management Thought in a Dynamic Economy.
3)Frontz and O'Donnel    : Principles of Management.
4)G.R.Terry         : Principles of Management.
5)Dr. R.S. Davis       : The Principles of Management
6) Rustom S. Davar     : The Principles of Management.
7) B.N. Ahuja        : The Principles of Management.
8) Richard I. Levin &     : Planning & Control with PERT/CPM
Hares A.Kirkpatrick