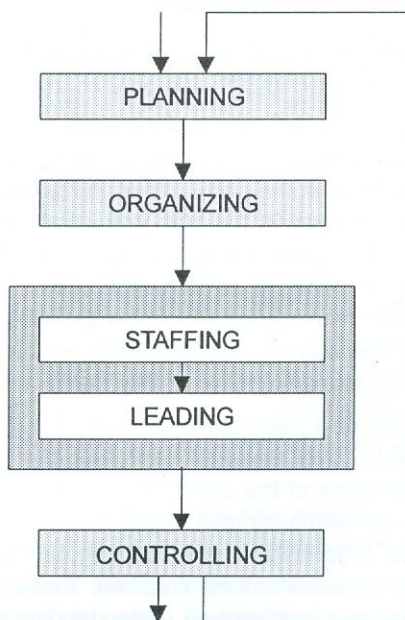


MANAGEMENT, YES! AND, WHERE IS PEOPLE?

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Management often refers to those individuals in an organization who are responsible for providing leadership and direction in the areas of planning, organizing, staffing, leading and controlling enterprise activities. These five functions, which are illustrated on Picture 1., are the primary tasks of management.



Picture 1 The five functions of management

Staffing and Leading

Managers of organizations get things done through people. Managers can plan, organize, and control, but the central focus of all their efforts are **people**. People determine whether or not an organization is going to succeed, and the way people perceive their treatment by management is often the key to that success.

Since human resources are a key to the success of any organization, firms need to hire the very best people they can find, because it is human beings who make the plans, organize the operation, direct the process to accomplish the organizational goals, and evaluate the results. But while people contribute directly to a firm's success, they also represent a significant cost to the organization. Not only salaries, but the cost for benefits are rising at an alarming rate. Benefits cost more today than just a few years ago, and workers not only want to keep the benefits they have, but they seek to add others. Some of their demands include dental plans, eye care plans, child care, and senior care for their relatives. Managers have had to respond in part by rethinking in new and creative ways, since the reason that demands are changing is that the workforce is changing. There are more minorities, women, and other groups with different needs, and if a corporation wants to hire these people, many of whom are outstanding, then they are going to have to meet their needs. Otherwise, these potential employees will go elsewhere, frequently to the competition, and put their skills, expertise, and ambition into driving the recalcitrant firm out of business. No organization can afford to turn its back on such a large pool of potential talent.

Because of the increasing demand for qualified employees, organizations will have to do everything possible to retain good workers. Firms are responding to changes in the workforce in a variety of ways. To meet the needs of the future, management must recognize that people, organizations, and the environment will continue to evolve.

Planning

Managers must plan. Planning must be accomplished before action takes place. The question is, how should managers plan and decide on a course of action.

There are various styles, methods, and techniques a manager can use in planning and decision making. The way the decision is made will be a key factor in the implementation of the plan. People who feel they have some participation in making important decisions that will affect them are far more likely to support the plan enthusiastically than are people who feel that the decision is a fiat from the upper reaches of the organization chart. Of course, some decisions a manager can make alone, or in consultation with a few people. The important point is to select the appropriate planning/decision-making style so that the action will have the greatest chance for success. The way to accomplish this is to involve the people who will be most directly concerned with the implementation of that decision.

It is basic to the function of a manager that he or she must make decisions. It is not possible for the policy manual to cover every situation that can arise. Managers must be able to interpret the goals and objectives of the plans they have devised and make decisions for the good of the organization - not an easy task. Since there is always a degree of uncertainty in an important decision, the organization is also obligated to provide the manager with support and resources so that the decisions will succeed. These include not only a recognition and knowledge of the firm and its plans, but an understanding of the organization's internal and external environment.

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Finally, there are many ways to plan and make strategy. The effectiveness of the plans depends on the nature and needs of the business, the styles of the people, and the goals and plans of the firm. The four basic questions in strategic planning are:

- Where have we been?
- Where are we now?
- Where do we want to go?
- How do we want to get there?

These questions must be answered by each firm's management as he or she plans for the organization in a changing and uncertain world.

Organizing

After the managers of an organization have planned a course of action, they must organize the firm to accomplish their goals. Many early writers in management were concerned with organization.

The question that constantly confronts managers today is how best to organize the firm, given the internal and external environments, how to approach the problem, not only from the company's perspective, but from the perspective of the economy as a whole. Are large organizations better than small ones? Each has advantages and disadvantages. Which is better able to compete in the global environment, against organizations from different countries with different expectations and rules?

There are two ways a company can grow. One is to merge with and acquire other firms. The second is to expand the current businesses internally by building upon their already established business units.

People are not machines; they are looking for fulfilling and enjoyable work. Managers must, therefore, design jobs to be interesting and rewarding.

To remain competitive in a rapidly changing environment, organizations must evolve to meet the rapidly developing global economy with which they will have to interact. These „new and improved“ organizations will have the world as their market and as their competitor. They must be able to foresee changes in their environment and to react quickly to turn those changes to their advantage. Organizations will need strength and flexibility to meet these changes or they will suffer the fate of the dinosaur that failed to adapt to a new environment.

Controlling

Managers must plan, organize, and direct the organization, but how do they know if they are doing a good job? Controlling is the function of management that evaluates their efforts. Is the plan a good one? Is the firm effectively organized to implement the plan? Is the plan being implemented so as to maximize the desired results? What changes need to be made in the plan, or the organization, or the implementation, or any combination thereof to help the firm better achieve its goals?

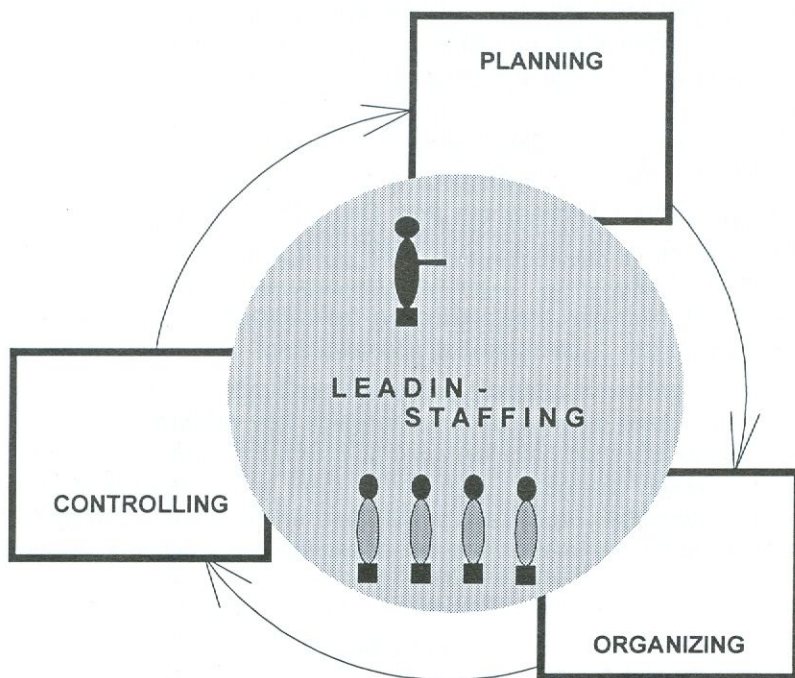
It is necessary to evaluate the results the firm is getting against some sort of criteria. For most firms, those criteria are often financial, defined in terms of profits.

When managers talk about control in the modern corporate sense, they really are talking about two different levels of control. The first is the traditional approach to controlling the firm's operation. This control is centered around the flow of information to determine what

is going on in the organization, and often information is generated on the shop floor. The second form of control deals with the organization as a whole. In this era of hostile takeovers, mergers, and acquisition, managers are seeking to maintain control of their firms and not lose it to someone else in some new financial arrangement. Shareholders are also awakening to this realization in terms of profitability and other issues with which management has to deal. Management is discovering that decisions concerning the firm can no longer be made on the basis of a good financial return alone. Decision makers must consider what is socially and politically acceptable to the stockholders.

But this is not to say that financial control is not important. Financial control is obviously a chief concern of many firms, especially small ones, because it is usually the area where they run into trouble. Financial control is the basis of all the other types of control in the organization, since the people who own it have the final say in what the firm does. Such control makes it possible for management to protect itself from corporate raiders.

Interactions between management functions are illustrated on Picture 2.



Picture 2 People in management

Lektoroval: Doc. Ing. Vlastimil Melichar, CSc.

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Resumé

MANAGEMENT, ANO! A KDE JSOU LIDI?

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Management je proces dosahování cílů podniku vykonáváním třech základních funkcí jako jsou plánování, organizování a kontrola. Proces uskutečňování těchto funkcí je účinně a efektivně vykonávaný prostřednictvím lidí.

Proces managementu představuje věci a základní aktivity manažerů, které jsou typicky nazývané jako zajišťování personálu a vedení lidí.

V článku je popsáno zakomponování aktivit lidí v procesu managementu.

Summary

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Management is the process of achieving organizational goals through performance the three major functions of planning, organizing, and controlling. The process of getting this functions is completed efficiently and effectively with and through other people.

The process of management represents the things and primary activities engaged in by managers, which are typically labeled as staffing and leading.

In this article is a description how activities of people are accomplishment in process of management.

Zusammenfassung

MANAGEMENT, JA! UND WO SIND DIE MENSCHEN?

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Management ist ein Prozeß, der die Erreichbarkeit der Ziele des Unternehmens verfolgt und durch folgende drei Grundfunktionen gekennzeichnet ist: Planung, Organisation und Kontrollen. Die Realisierung dieser Funktionen wird mit und durch den Menschen realisiert.

Der Prozeß des Managements repräsentiert Dinge und wichtige Aktivitäten der Manager, die vor allem Personalfragen und Führungstätigkeit sind.

Dieser Artikel beschreibt, mit welchen Aktivitäten Menschen den Prozeß des Managements vervollkommen (durchführen).

