

# Management - Making people work

**M**anagement is a vast and confusing field. Broadly, management can be defined as controlling and/or coordinating the work of other people. It may also involve coordinating the work of various sections or departments.

Management is an academic discipline and a profession in its own right. Managers in this age of rapid economic, social and technological principles of business so that they can adapt present methods and concepts to future development.

Management has several specialized branches such as:

Personnel.

Production.

Finance.

Marketing.

Operational Research.

Health Services.

Forestry.

Rural.

Hotel.

**Personnel management:** This aspect of management is concerned, broadly, with creating and maintaining good staff relations at all levels and with the effective use of manpower. The work varies a great deal from one establishment to another, depending partly on the size and type of organization, and partly, on the management's idea of a personnel officer's responsibilities. Important areas of personnel work are: manpower planning; industrial legislation and relations; recruitment; and training.

**Production managers** are concerned with the direction, coordination and control of production processes. The branches of production management include production research, development and design, process development, spec-

ifications, production and supply of materials, standardization, inspection, testing and quality control, cost analyses and control, and work standards and methods.

**Finance management** deals with financial policies and execution of financial programmes. Finance managers are required for all types of organizations. With the fast expanding scope of the financial services sector in areas of merchant banking, portfolio management, lease financing, and equity research, management graduates

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specializing in finance have many types of assignments to take up in various financial institutions. The nature of responsibilities and their range differ from organization to organization.

**Marketing management** is the function which organizes all those business activities involved in assessing and converting customer purchasing power into effective demand for a specific product or service to the consumer or user.

Marketing includes a number of functions such as advertising, market research, merchandising, product development and research.

**Operational research** means solving financial and production problems and forecasting business situations on the basis of facts and mathematical analysis rather than on the basis of hunch and business acumen.

**Health services administration or management** deals with non-medical responsibilities of general management, coordination and smooth running of all services pro-

vided by the staff of a medical or health care organization from the clerk to the consultant, cook to resident physician, laundry to nursing, etc. It includes a variety of work: decision-making based on up-to-date management techniques and principles; the planning of future requirements (human and material); financial forward planning; as well as responsibility for the maintenance of buildings, purchase and control of supplies and equipment, personnel management, and for the organization of support services such as laundry, catering, domestic work, and transport.

Individual health service administrator's functions vary according to specialist skills and interest as well as according to the level of administrative structure at which they work.

**Forestry management** is the specialist discipline which undertakes the responsibility of managing forestry forest, related systems in the country. These forestry management experts are trained to carry out research in the aspects of development of forestry in the country through the use of management and allied techniques and methods.

**Rural management** is the specialized function required for rural enterprises, especially producers' cooperatives with modern processing units. Rural management experts can help these units and enterprises to market consumer goods. They also help to set up rural enterprises, to realize the untapped potential in rural areas of the country.

### Personality Traits

Natural authority, without being authoritarian; ability to take responsibility; ability to take decisions quickly and to stick by them; ability to visualize the implica-

tions and consequences of actions and decisions; efficiency; organizing ability; tact; diplomacy; analytical brain; communicative ability with people at all levels of education and intelligence; willingness to listen and consider colleagues' opinions; initiative; self-confidence; and awareness of, and interest in, social technological and economic developments.

These general traits are important for all areas of management. Certain traits may be relatively more important for one branch than for another.

Personnel managers also need to have a good memory for names and faces; a lack of prejudice for caste, creed, race, and religion; a sense of humour; an interest in, and understanding of, problems of people of all types; an interest in business management and labour relations; detachment; and ability to gain confidence and respect of people of all types and from all backgrounds. (To be Continued)