

Effective Management Practices.

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Being the student of management we study that developed countries are the most systematic and having sound management practices.

This process of management varies country to country or department to department. Every management has its own ways to conduct their business. To have a check on management it is not possible to visit each and every site. Different samples are collected from all sectors and being considered.

There are three ways for maintaining the management Goals and Mission.

- ✚ Performance Monitoring. promote their people on performance basis”
- ✚ Target Setting. “Nestle Sales Executives have specific sales targets to complete till end of a month”
- ✚ Incentives. “Nestle motivates their people to work effectively, employees get different incentives”

These three activities define the best management. These practices have the direct impact on organization performance. They help not only in short run but also in long run.

There are few interesting points given in this article,

- ✚ Developed countries are the best managed.
- ✚ Public companies are the worst managed companies in the developing countries.
- ✚ Manufacturing sector of the Developing country is also very badly managed.
- ✚ Sole owned firms also have bad management.
- ✚ Multi-National & Private sector is well managed. “e.g. Nestle”
- ✚ Better management leads the firm towards the competitive advantages.
- ✚ Education plays a vital role in any management.

Now a question arise that how to measure the management practices? In developing countries we can't adopt performance measure because the wage rate is very low. We can measure through the TargetSetting. Whether the firm is achieving its target or not?

Every firm should adopt basic management principles, So that they can measure their performance depending upon the type of business.

HOW MANAGEMENT PRACTICES ARE MEASURED

We live in 21st century. We have developed different methods for conducting the management measures. We should adopt that in order to find the efficiency of the management practices in Private, Public and Services sector.

There are three ways to measure that is an organization promoting and rewarding the employee based on performance. Prioritizing hiring and are they trying to keep their best employees.

This methodology prevails that badly managed firms are those who have no targets, performancegrading and promotion on performance.

In contrast to this firms who have performance monitoring system, technology, sets targets and promote their people on performance basis succeeds.

Collection of Data:

To collect the data, one should use a systematic way. Firstly, an effective team to do that. Then never use the word “Research” or “Survey” because the managements and firms don’t want to show their negative sides. Then the questions should be open either for the positive or negative reply. Medium size firms should be the part of it. As they do have a systematic management process and middle managers should be questioned so that the work of the form doesn’t get affected. The interviewer should not be bias. They should be provided only basic information so that their personal experience or reference doesn’t come into it. Financial or other sensitive information is to be obtained by other sources as it is unethical.

VALIDATING THE MANAGEMENT DATA

Being a manager it is very important to know whether the data we have collected is true or false. For this purpose we can use the following methods:

1. “Silent Monitor” a person who silently listens to our interviews and records his/her views with respect to questions and what answers are given.
2. Secondly we can use our Backup team to visit the same organization but different department or manager because the management under single firm uses the same management practices.

INTERNATIONAL PATTERNS OF MANAGEMENT

Manufacturing

In manufacturing sector the management practices differ. The States is known to be the best managed because they provide incentives and after that they monitor and sets the targets. When the employees are provided with incentives they will work for the firm and achieving the firm target and will be producing Quality Products. However the management practices vary from country to country depending upon the nature and style. Some uses target setting and performance monitor and then for the incentives.

Hospitals, Schools and Retails

These are the service sector. Hospitals, School and Retails can be well managed if there are no union or false management practices and every individual knows what their job is. If unions or other person are behind the every task of the organization the organization will come in the pressure and will not perform according to the desired and prescribed function of the firm.

FACTORS ASSOCIATED WITH THE DIFFERENCE IN THE MANAGEMENT

PUBLIC (GOVERNMENT) OWNERSHIP

Public sector management is scored very low because there are no incentives. Promotions are based on their duration in the firm. And the employees are not answerable to anyone. Another reason is the overwhelming power of the unions which restricts the management as well. But some public sectors are well managed. They retrain or exit the person who underperforms his/her duties.

FAMILY AND FOUNDER OWNERSHIP MANAGEMENT

Family and Fonder owned company have two sides. Family owned and managed business scores low because there is no merit. All the posts are filled within the family. Where there is a firm whose business is owned by

the family but the management is external. Proper merit is followed. This firm score high with respect to management as they are also answerable to the stakeholder and shareholders of the firm.

MULTINATIONAL FIRMS

Multi National firms have their business across the Globe. Their management is considered to be best because they have decentralized management. They adopt the culture of the state in which they are operating. They motivate their employees.

PRODUCT MARKET COMPETITION

When there is competition in a market. Being the manager, the management response should be positive. He should use his resources very efficiently and effectively to makes decisions at the right time. When there is no competition in the market the manager never thinks of the worse, Then the management losses the score and scope.

LABOR MARKET REGULATIONS

Being a manager there are certain rules which one have to follow. While dealing with the employees and labor force. A wise manager keeps these things in the mind and come out with a wise and practical decision. These factors also affect the manager.

HUMAN CAPITAL

The educational standard of the manager and his employees also affects the management scoring. The manager should be aware of the modern techniques and skills of management. While the frontline managers and non-managerial employees should know the basics of the management.

NON EXPERIMENTAL EVIDENCE ON MANAGEMENT QUALITY AND FIRMS PERFORMANCE

Effective monitoring, Target setting and Incentives are associated with the better management of the firm. Manufacturing firms have different variable to look while the management is considered. Similarly the Services sector, Public sector and Private sector have different variables which affect their management. Every firm has different priorities and ways to handle the management. Their process and dependence on certain factors also differ. The basic difference is of the field and location in which the firm is operating. Under favorable conditions they would be better managed and under negative condition if they have followed their SOP and worked out for the worse cases they may face the management will successfully pass through it.

MANAGEMENT CLUSTER

There are different ways of management. If the organization believes in quality products their returns would be higher. Almost all the firm believes in three factors of management. A good boss always creates a good management and don't let the management to get demotivated. And continually tries to improve the score and creates the credibility for him.

“We work together and we play together to avoid conflict”

POTENTIAL DOWNSIDES OF MANAGEMENT

There are no negative effects of the management. When the management is working aggressively the results will be positive. The employees will have the incentives and facilities and better living standards because of the good management decisions made. We are going towards the green century where we want less pollution; Management will also solve our problem by making an effective procedure and use of technology.

EXPERIMENTAL EVIDENCE ON MANAGEMENT QUALITY AND FIRMS PERFORMANCE

The management practices can dramatically improve the firm's production and profit. When the firm are safe and sound at the management level even at the worse conditions they will survive and produce results. When the three factors of Incentives, Target setting and Performance are adopted the company would succeed. Recently the companies have tested these three factors on management; they showed the positive trend in their business.

CONTINGENT MANAGEMENT

Management plays a vital role in the economies of the developed and developing countries. Use of technology and other things boost the management performance and its credentials. Different firms adopt different management procedures depending upon their requirement and the Geographical, Economic, Social and Progressive Status. Most importantly History in management is not important. Every time the manager faces a problem had to come out with a different solution because he variable factors don't remain the same.

FUTURE RESEARCH

Future of Research is very fruitful. Firms would be going on the practical implementation of the research. The research is going to be delivered in classrooms. Students would be provided with the case studies and their practical implementations. Research would be encouraged at school level. Creativity comes with the research and so the support for your argument. Research will be essential for the argument as it will create logic in your view.

CONCLUSION

Management and manager's behavior and decision making varies from place to place and time to time and from the different factors. If the management is producing efficient results in North it should not assumed that the same results will be produced in South because of location factor and other strategic and cultural constraints. Management is also affected by social and economic problems. Government firms score low in management because there is no performance control mechanism and same with the family owned firms. While the Private and Multinational companies, where there is proper check and balance on the management and the management is active and aggressive in their designed tasks produce results and firms succeeds. Firm's management decision shows the margin of success or failure of the firm. Effective decision making will boost the company and the management system and the role of the manager.

PROACTIVE MANAGERS

MANAGING WORKPLACE INITIATIVE

The emerging view of the proactive employee is of an individual highly involved and committed, an independent contributor with initiative and a well-developed sense.

This article briefly examines current leadership theories, various role expansion initiatives, and other management research areas to identify and document a set of core characteristics defining out-standing, proactive employees. It then focuses on issues associated with the relatively new characteristics linked to the enterprising qualities of initiative and judgment, and the situational elements demanding such qualities. Finally, the article considers the implications that these changes in the employee role hold for the managerial role.

LEADERSHIP RESEARCH AND PROACTIVE EMPLOYEES

In the past, the manager's job was to think, plan and organize; and the employee's job was to carry out the manager's instructions. But now they have been replaced by much more sophisticated views.

CONTINGENCY MODEL

These theories imply that an important quality of a proactive employee is not surprisingly, strong job and task performance.

THE LMX MODEL

The LMX model implies that proactive employees show initiative even in areas outside their direct work obligations, possess a strong sense of commitment to work unit goals, and feel an above-average sense of responsibility for unit success.

The Followership Model

It entails combination of two types of behavior-independent critical thinking and active engagement. The first behavior refers to the person's ability to analyze and evaluate decisions. Active engagement refers to the person's willingness to show initiative, participate and generally go beyond requirements when carrying out assignments.

THE TRANSFORMATIONAL MODEL

Research in this area argues that transformational leaders communicate to employees a special vision of the future, tapping the employee's into good ideas and motives.

ORGANIZATIONAL CITIZEN RESEARCH AND PROACTIVE EMPLOYEE

This model implies that proactive employees are organizational citizens who freely choose to contribute behaviors necessary for effective firm functioning and who do so without regard for formal organizational rewards.

THE PROSOCIAL MODEL

A related area, pro-social organizational behavior, provides additional insight. Pro-social behaviors are acts carried out to produce and maintain the well-being of others.

JOB FOCUSED INITIATIVES

The organization increases the scope of the job in the hopes of obtaining better productivity.

INVOLVEMENT FOCUSED INITIATIVES

These initiatives introduce new expectations by encouraging employees to actively influence the firm and contribute to its mission through increased involvement.

EDUCATING MANAGERS BEYOND BORDERS

Different kinds of borders exist in the way of management education.

-  Borders between and among students and instructors.
-  Borders between the schools.
-  Borders between the business functions.
-  Borders between the process of educating and the practice of managing.

Should Unilever's managers send to United States for a global program?

Nestlé is in favor of gaining management education. They believe that educational process can be applied to operations. They are bigger than Engro and if we talk about multi national's Nestlé is among top 20.

MR. Shumayel, Regional Sales Manager

The companies like Nestlé, Cadbury and many other focuses on building the skills of their best managers. They use their leadership and develop the opportunities in the ways that are different from many courses offered in different business schools.

Now a day's management is linked with MBA where the focus is on developing analytical skills and not on administering or collaborative management. The MBA was started in 1908, the focus on business functions and techniques remain unchanged. Now it's time to revise the current borders of MBA. The courses for working managers e.g. Executive MBA or Advanced Management Programs (AMPs) are same as for non-working people i.e. MBA. The companies also send its managers for international Master's Program in practicing Management (IMPM) which focus on new conception for management education and elicit enthusiastic response.

The managers may need to think beyond borders,

Beyond Students:

Managers are not created in the classrooms but they improve their capabilities there. Management comes with practice for which classrooms give them education. The companies send their managers as participants in the classroom to get them education so that they can work as a team. The participants are usually selected on the basis of test scores but these do not determine managerial potential or the performance on jobs. Companies should select participant with strong intellectual abilities as well as proven records of getting things done.

Beyond Globalization:

Beyond globalization means not only teaching globalization, but also providing managers with the international experiences. International exposures, classes and cross-culture education, across regions and jobs can enhance managerial skills.

The IMPM is offered by five different business schools from different countries and none of these take the lead. Each fulfills its responsibilities making a true partnership. The context is clearly international rather than local.

Beyond Teaching:

The faculty teaches but the managers need to learn in the classrooms mostly. Learning occurs where concepts meet experiences. These classrooms are different and focus is on each individual. The environment is sophisticated and participants sit around the tables in groups. The cases bring real life outside experiences into the classrooms. The discussions are encouraged in IMPM classrooms.

The faculty members introduce their knowledge, ideas, concepts, visitors, etc. whereas the participants bring all this into their experiences. The learning occurs where these two meet in the form of reflection. The managers engage themselves into the lectures and change their old beliefs into new ideas. Round tables provide natural group sharing and participant reflect on the different issues. The processes for educating managers should reflect the practices of these managers.

Beyond Functions:

The functions of marketing, finance, human resource and strategy taught something apart from managing. Managers may use these functions but this is no way to develop their skills. Managers work where thoughtful thinking meets practical doing. It occurs on three levels:

-  The first level concerns people and their interpersonal relationships, where the orientation has to be collaborative.
-  The second level of the organization, where we find the greatest attention to analysis.
-  The third level is context, encompassing the world around the organization. The managers may need to understand global issues and need to become worldlier.

Put above three levels with the following five mindsets—results:

1. Managing Self: the reflective mindset
2. Managing Relationships: the collaborative mindset
3. Managing Organizations: the analytical mindset
4. Managing Context: the worldly mindset

5. Managing Change: the action mindset

This is how IMPM works with five modules focuses on each mindset. The managers are trained to think afresh. The classrooms take the participants beyond where they have come from.

The Reflective Mindset:

Imagine managers in a relaxed setting, free from everything and suddenly are asked to engage in unexpected activities for the purpose of thoughtful reflection. The result is commonly a sense of revelation. There are drama workshops, exchanges on managerial work, appreciative systems, discussions of ethics and spirituality. Field visits are also organized in the form of groups. Modules give participants an opportunity to focus on themselves.

The Analytic Mindset:

The analytic mindset, It is begun through a set of three workshops i.e. “thinking first”, “seeingfirst” and “doing first”. In “thinking first” there is discussion of an issue. In “seeing first,” the creation of a collage to represent it and in “doing first,” acting it out in improvisation. The body of the class then exposes the class to the functions of business. The analytic mindset discusses organizations and takes participants to the companies like Motorola, Royal Bank of Canada and Alcan for related issues.

The Worldly Mindset:

Bangalore, like Lancaster, company changes IMPM participants. There are people from different backgrounds in a same organization. The module takes the assumption that being exposed to other’s world brings insight to one’s own world. India also has a strong academic infrastructure, a developing country and is truly different. The Bangalore classroom have external context of the organization i.e. financial markets, consumer behaviors to stakeholder relationships and networking skills. Field study trips are offered to participants.

The Collaborative Mindset:

The responsibility of managing relationships through the collaborative mindset is fulfilled in Japan where faculty is drawn from the number of major business schools. The Japanese style of managing is conveyed i.e. “leadership in the background”. Worldwide, “universal” style of management is being followed usually which belongs to United States. IMPM encourages its partners to look at management in its own culture. The collaboration is considered across individuals in this module. There are discussions on alternate models, the role of trust and culture in collaboration. Field visits are arranged to Matsushita and Fujitsu and to LG in South Korea.

The Action Mindset:

The final module, which looks at managing continuity and change, is held at Brazil’s top business school, Brazilian School of Public & Business Administration.

Managers are expected to develop a richer understanding of what is change (although we talk about it all the time), what is not change, what is continuity and what determines good action.

Beyond Classrooms:

The classroom is the place for stepping back to reflect, while the organization is the place for connecting what is learned there to ongoing practice. This means two things:

-  That the educational experience has to extend into the workplace
-  That it has to have direct and ongoing impact there.

Beyond the classroom, we are concerned about what we call impact i.e. extending the learning into the organization so that management development becomes organization development. Impacts can range from simple and straight forward to the rather more carefully managed. A Royal Bank manager replicated parts of one module with his staff. Ventures and the final papers have all kinds of impacts. To take impact of its natural conclusion, will require some radical departures on the part of both schools and companies. Lufthansa has been the most advanced company in IMPM. It holds four meetings over the course of the program between its participants, managers and faculty members. Management education is an expensive business.

AUTHENTIZOTIC ORGANIZATIONS

Global Leadership from A to Z

This article is about the globalization of organizations. It explains what distinguishes an exceptional leader from an exceptional global leader. ?How do the global leader and the global organization interface? How do cultural dimensions influence global leadership?

It says that organizations require global leadership and understanding of human's universal similarities.

(A WHIRLWIND TOUR)

There is no turning back: business has gone global. The world economy is now so closely connected that the volume of international trade occurring on a daily basis is extremely surprising. It is believed that globalization and speed have become competitive advantages. The globalization spectrum in today's business world is broad indeed. Some organizations are racing ahead (although perhaps not always in the right direction), some are beginning to test the water and others are focusing on their management. It would be foolish to deny that the global organization is the paradigm for organizations of the future.

In the course of a large number of consultations and research projects that have been conducted in companies interested in corporate transformation – projects having mindset or attitudinal change among executives as one of the desired outcomes. It is found CEOs to be deeply concerned about leadership in the context of globalization. Very few of them had participated in a leadership program at INSEAD entitled “The Challenge of Leadership: Developing Your Emotional Intelligence’--- a seminar whose major objective is to provide participants with a better understanding of their leadership style, deepen their awareness of the cross-cultural dimensions of leadership, and help them develop their emotional intelligence.

These CEOs realize that organizations of today are faced with new realities: Globalization is coming of age. This development is having an increasing impact on the workforce, leading to a host of questions about its long-term consequences. For example, what distinguishes an exceptional leader from an exceptional global leader? How do the global leader and the global organization interface? How do cultural dimensions influence global leadership? What does excellence mean in a global organization, and by what criteria should it be judged?

And leadership is only part of the equation; other factors also have a significant influence on the global organization. Cultural dimensions affect leadership style, but so does the personality make-up of the followers; their wishes, motivational needs, values, beliefs, attitudes, and behaviors affect the leader and can be a hidden threat to the success of the global organization. This fact raises another set of questions: How

does the leader diffuse the anxiety that rapid change creates in followers? What is the nature of the superior-subordinate interface? What are the dimensions of the new psychological contract that'll allow employees—no matter where they are located in the world—to become fully engaged and productive? This all is to be done by a leader who has experience and contacts in foreign lands, who is aware of other customs and languages. The leader also and perhaps more importantly, has the courage required to take followers into a strange new world.

THE COMPETENCIES OF A GLOBAL LEADER

Competency is the ability to do something well and effectively. There are many question, you should see before choosing any leader because success and failure of the organization depend upon leader. It is not necessary that the leader who is very popular on his own country is also popular in other country. The leader who speaks only one language and don't know other culture, he can't run his firm on the right path. He never developed a feel for local market and they only rely on other for information. Companies must know how to choose leader who will be culturally adaptable and operate across border. World is getting change. That's why organization must choose leader who has knowledge of global market and information technology. Manpower diversity and speed of overall change. Global organization require those leaders who are comfortable with cross cultural process. That's why the head of General motors says best and brightest leadership have been developed through experience in foreign countries.

THE GLOBAL MINDSET AND THE DEVELOPMENT OF A GLOBAL LEADER:

1.Executives should have awareness and deep interest in socioeconomic and political sense of the countries in which they operate they must know what is happening in the world and they must have complete knowledge of their business. They must know other culture for this ability to speak more than one language is necessary.

2.Rational skills are also essential for global leader executives. They must have high tolerance for frustration and uncertainty. Tolerance is the quality to bear something painful or unpleasant. By this quality they learn from their mistakes, respond well to criticism keep their sense of humor in difficult situation.

3.Global leader also need to be resilience means they are able to reduce easily and quickly from unpleasant and damaging events.

4.Emotional intelligence is also necessary. It is the ability to understand and manage both his emotions and those of people around him. Emotionally intelligent leader tend to make better team and they are more effective in helm. Because they are able to empathize with their subordinate's people with a high degree of emotional intelligence know what they are feeling and how their emotion can affect other people. They know about other culture and also have self-awareness of their own culture.

That's why global leader use to working in high level management team with people of diverse culture background. They are also team builders. Global leader should be authoritarian means give importance to every one rather than autocratic means to who makes decision without asking anyone they must know how to deal with discontinuity.

CREATING THE AUTHENTIZOTIC ORGANIZATIONS

Some of the world's most respected companies – world-class authentizotic organizations- are globally recognizable: Nestle, Microsoft, General Electric, British Petroleum, Coca Cola, IBM, ABB, Intel, Merck, Johnson & Johnson, Wal-Mart, Nokia, NovoNordisk and Southwest Airlines are a few examples. It comes as no surprise that many of the CEO's of these organizations are also well known. Many of these organizations also appear on lists of best companies to work for. On closer analysis, most of these organizations reveal an authentizotic quality that plays an important role in their success.

People to the organization are very important. We can't treat them with our satisfaction. They also have emotions. The trust between employee and management is very important if it is established the company can progress. Fake promises affect the level of management performance. If the management listens to the employee, the employee will generate a feel that management is working for them. So the culture of acceptance and tolerance prevails. But in difficult times, emotions of employee can affect.

Organizations that don't look at the emotions of the employee are considered to be digital minded and they fail because employee certainly fails. Defense approach prevails and dynamic environment is nowhere seen and employee goes for the job oriented environment.

While organizations who keep the employee emotions noticed prevails towards the success. They have creativity and team work. In short a Dynamic Environment.

FUN:

Fun in any organization means creating joy land or play place. Work without stress and pressure. "We work and we play together to avoid conflict at Nestle".

The employee should be enjoying his/her work and creating value. Fun and Work or Play and Work create bounding between members. Extra activates to keep the employee fresh for the working environment. But many companies don't follow it. They simply goes towards the target oriented approach without concerning the employee behavior. Employee creativity lacks and fails.

Many high rated companies have a unique style. They don't believe in bookish knowledge. They have adopted a different culture of thrill and adventure. Doing thing differently not only attracts the employee but also increases the compatibility.

Many companies who have serious jobs to be done by serious professionals they attract the ultimate consumer and encourage the employee that they have done something good for the global village.

Organizations want their employee to feel proud in which they are working. Their ideas and performance have leaded the organization where it stands today. Also organizations that have high performance have a culture of initiative. They take initiative and guide the other.

Authentizotic organizations allow the employee to work beyond the Vision &Mission of organization. When organization needs are aligned with the employee emotions and motivation level the job make sense for the employee.

Coming Full Circle:

21st century is the century of Technology. We people believe and rely on the technology more. Culture of efficiency and effectiveness is seen in today's management decision making. Being human we have tremendous human moral and spiritual potential. We can adjust to any environment.

Human society is very strange. We always respond to the positive or superior aspect of life.

There is nothing to be called as Impossible. Today's world everything is possible.

More importantly while living in today's world we can't live alone internal and external factors affects our decision a lot. Being social animals we have learned that we are for the well-being of the world.

Organizations are the same. They create a meaningful culture that creates the emotions between employee and organization. A community system of which they are proud, creativity to express them, high lightening the goals and most importantly individual motivation and their contribution towards the organization makes difference. This link between the inner and outer world will promote both individual and organizational health and a new psychological contract between organizations.