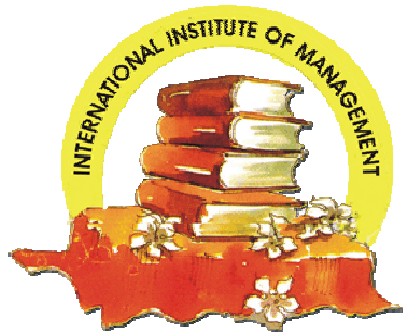


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INTERNATIONAL INSTITUTE OF MANAGEMENT

New Delhi

This Website titled www.management.gen.in has pleasure in introducing the International Institute of Management headquartered at New Delhi. The origins of the International Institute of Management dates back to 28 December 1980 when this Institution was inaugurated during the 1980 World Management Congress by the then Union Minister for Commerce, Steel and Mines, Hon'ble Shri Pranab Mukherjee. Since then this Institution has been engaged in the preparation of different types of curriculum for management oriented education in the international perspective besides bringing out many publications / study materials on different areas of management.



Hon'ble Shri Pranab Mukherjee, Union Minister for Commerce, Steel and Mines Government of India inaugurating the International Institute of Management

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Name of the Candidate

Father's Name

Mother's Name

Date of Birth Nationality.....

Address

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EmailWebsite (if any).....

Educational Qualification

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Mention how will this course help you ?

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Date

Signature

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The curriculum and the study materials for the following courses / subjects have been prepared by the International Institute of Management :

GENERAL MANAGEMENT TOPICS

Management Process and Perspectives
Organisational Behaviour
Managerial Economics
Management Accounting
Quantitative Techniques
Computer Aided Management
Total Quality Management
Business Communication
Human Resource Management
Marketing Management
Financial Management
Business Laws
Research Methodology
Production and Operations Management
Economic Environment of Business
Business Ethics
Management Information Systems
Logistics and Supply Chain Management
Management Control Systems
Strategic Management
Project Management
Entrepreneurship Development
Corporate Governance

HUMAN RESOURCE MANAGEMENT TOPICS

Human Resource Planning and Development
Labour Laws in India
Organisational Change and Development
Industrial Relations
International H R Management
Performance Appraisal and Management
Management of Training and Development

Managing Interpersonal / Group Behaviour

MARKETING MANAGEMENT TOPICS

Advertising and Sales Promotion

Management of Services

Marketing Research

International Business

International Marketing

Consumer Behaviour

Brand Management

Rural Marketing

FINANCIAL MANAGEMENT TOPICS

Corporate Finance

Taxation in India

Indian Financial System

Management of Financial Services

Security Analysis

Portfolio Management

International Finance

Management of Financial Institutions

INFO-TECH AND SYSTEMS MANAGEMENT TOPICS

Systems Analysis and Design

Software Engineering

Database Management Systems

Internet Applications and Java

Computer Graphics

Web Technologies

RDBMS

Computer Comm. and Network

ENVIRONMENTAL MANAGEMENT TOPICS

Introduction to Environmental Science

India's Environment

Global Environment Issues

Environmental Education

Population and Community Ecology

Natural Resources Conservation

Environmental Protection and Law

Environmental Impact Assessment

Pollution Monitoring and Control

NGO MANAGEMENT TOPICS

Nationalism and Indian Society

NGO Development

Fund Raising

NGO and Social Development

Voluntary Organisation : Past, Present and Future

Resource Management for NGOs

State, Civil Society and NGOs

United Nations and NGOs

ENTREPRENEURSHIP BASED TOPICS

Concept of Entrepreneurship

Entrepreneurial Education

Benchmark for Entrepreneurship

Entrepreneurship in SME Sector

Entrepreneurship for Sustainability

Women Entrepreneurship

Global Entrepreneurship

Rural Entrepreneurship

BIOTECHNOLOGY MANAGEMENT TOPICS

Introduction to Biotechnology

Applications of Biotechnology

Biotechnology Industries

Biotechnology Engineering

Biotechnology Risks, Safety and Ethics

Biotechnology Informatics

Modern Advances in Biotechnology

Nanobiotechnology

NANOTECHNOLOGY TOPICS

Nano-Biology

Nano-Chemistry

Nano-Physics

Nano-Engineering

Nano-Electronics

Nano-Biotechnology

Nano-Computers

Nano-Research

BIOINFORMATICS TOPICS

Bio Programming Languages

Genetics

Statistical Methods and DBMS

Molecular Biology and Biochemistry

Biotechnology and Industrial Microbiology

Structural Bioinformatics

Biocomputing Languages

Bioinformatics Software

HOSPITAL ADMINISTRATION TOPICS

Introduction to Health Care

Hospital and its Departments

Health Education

Health Informatics

Medical Ethics

Special Care Hospitals

Health Science, Law and Knowledge

Health Insurance

MEDICINAL PLANTS TOPICS

Introduction to Medicinal Plants
Medicinal Plants Cultivation
Phyto-Pharma. Studies (Pharmacognosy)
Conservation and Distribution of Med. Plants
Phytochemistry
Phyto-Pharma. Studies (Pharmacology)
Medicinal Plants Resource Management
Quality Control for Medicinal Plants

INTELLECTUAL PROPERTY RIGHTS TOPICS

IPR and its General Regime
Patent System, Law and Policy
Copyright and Neighbouring Rights Law
Trademark System, Law and Policy
Industrial Designs and Geo-indications
IPR Protection : Global and Local Scenario
WIPO, WTO, GATT, TRIPS and IPR
IPR, Innovations, Science and Tech.

GLOBAL PEACE AND SECURITY TOPICS

Peace Keeping and Peace Making
Global Wars and International Security
International Organisations and Global Peace
Regional Security and Confidence Building
Treaties on War, Peace and Security
World Conflicts
International Laws on Terrorism
Regional Laws on Terrorism

DISARMAMENT STUDIES TOPICS

Major Resolution and Decision on Disarmament
Arms Control and Disarmament
Arms Race, Trade and Military Expenditure
Defensive Security and Arms Reduction
Conventional Wars and Weapon Systems
Nuclear Wars, Weapons and Global Security
Nuclear Non-Proliferation and World Peace
Nuclear Test Bans and Weapon Free Zones

TOTAL QUALITY MANAGEMENT TOPICS

Fundamentals of Total Quality Management
Statistics
Management Systems and Guides
Decision Making Aids
Quality Policy, Objectives and Audits
Statistical Process Control
Inspection Quality, Sampling Plans
Environment, Health and Safety
Materials Management
Testing and Calibration Laboratories

GEOINFORMATICS TOPICS

Physical Geography
Geographical Information System
Principles of Remote Sensing
Spatial Database Design
Modern Cartography and Map Digitization
Modelling and Visualisation of Spatial Data
Internet Based GIS
Land Use Planning
Tools for Map Analysis
Information Extraction from Images

ECOTOURISM TOPICS

Concepts of Tourism
Introduction to Ecotourism
Ecotourism Venues and Business
Ecotourism Planning and Development
Design of Ecotourism Facilities
Wildlife Tourism
Social and Cultural Aspects of Ecotourism
Researching Tourist Satisfaction

TOURISM, TRAVEL AND HOSPITALITY TOPICS

Introduction to Tourism, Travel and Hospitality
Management of Tourism and Hospitality Industry
Hospitality Professional Services
Hospitality Administration and Manpower Development
Hospitality Project Management
Hospitality Management, Training and Development
Eco-Tourism and Environment
Tourism Planning : Approaches and Techniques

DISASTER MANAGEMENT TOPICS

Introduction to Disaster Mitigation
Hydrological Coastal and Marine Disasters
Atmospheric Disasters
Geological, Mass Movement and Land Disasters
Forests related Disasters
Wind and Water Driven Disasters
Technological Disasters
Case Studies in Disaster Management

MEDIA MANAGEMENT TOPICS

Principles of Mass Communication
Media Ethics and Laws
News Reporting and Editing
Media Management and Development
Professional Journalism
Print Media Management
Electronic Media Management
Public Relations Management

INSURANCE BUSINESS TOPICS

Business Dev. and its Management Practices

Insurance Business in India

Insurance Regulations

Corporate Procedures and Practices

Life Insurance Products and Services

General Insurance Products and Services

Case Studies in Life Insurance

Case Studies in General Insurance

RETAIL MANAGEMENT TOPICS

Introduction to Retail Management

IT and Retail Management

Advertising Management

Brand Management

Marketing Research

Consumer Behaviour

Sales Force Management

E-Commerce

CRIMINOLOGY TOPICS

Crime and Criminology

Criminal Intelligence and Combat Mechanism

Crime in India

Crime Against Women

Crime and Corruption

Criminal Law and Justice

Crime Prevention : Commissions and Reports

Global Terrorism

FORENSIC SCIENCE TOPICS

Introduction to Forensic Science

Forensic Science Disciplines

Forensic Psychology

Forensic Services

Forensic Technologies

Forensic Science Education and Research

Forensic Toxicology, Pharmacist and Nursing

Computer Forensic Information

GERIATRIC CARE TOPICS

Introduction to Geriatric Care

Principles and Practice of Gerontology

Geriatric Psychology and Psychiatry

Geriatric Education and Counselling

Geriatric Sociology and Social Gerontology

Geriatric Pharmacology and Cure

Fatal Diseases Care Rehabilitation

Chronic Ailments and Ageing

SUSTAINABLE DEVELOPMENT TOPICS

Global Sustainable Development

Biodiversity Conservation and Management
Global Energy Policies and Resources
Green Movements
Green and Eco Philosophy
Environment Policies and Perspectives
Environmental Disasters
Island Development and Biodiversity
Fragile Ecosystem Development
Forest and Wildlife Protection

POLLUTION CONTROL TOPICS

State of India's Pollution
Global Pol. Issues
Air Pollution
Water Pollution
Noise Pollution
Agricultural Pollution
Nuclear and Thermal Pollution
Marine Pollution
Solid Waste Management

REAL ESTATE MANAGEMENT AND DEVELOPMENT TOPICS

Introduction to Real Estate Development
Real Estate Economics
Construction Management
Building and its Types
Real Estate Trends and Appraisal
Real Estate Related Laws
Growth and Recession in Real Estate
Real Estate Marketing

GREEN BUSINESS TOPICS

Introduction to Green Business
Strategies for Green Business Development
Planning and Policy Initiatives for Green Business
Networking Business Organisations
Green Business and Johannesburg Summit
Industry's Environmental Compliance
Cleaner Production for Green Business
Globalisation Trade and Environment

EDUCATIONAL MANAGEMENT TOPICS

Educational Systems in India
Educational Thinker's Views
Educational Leadership
Educational Administration
Educational Marketing
Dev. Planning in Education
Worldwide Educational Systems
Future of Educational Entrepreneurship

INSTITUTIONAL MANAGEMENT TOPICS

Institution Building Philosophies
Management of Educational Institution
Management of Voluntary Institutions
Management of Political Institutions
Management of Religious Institutions
Management of International Institutions
Management of Government Institutions
Management of Business Institutions

BEHAVIOURAL SCIENCE TOPICS

Introduction to Behavioural Science
Leadership
Organisational Change and Development
Managing Interpersonal
Group Behaviour
Organisational Development
Stress Management
Conflict Resolution and Management
Psychological Profiling

FASHION DESIGN, TECHNOLOGY AND MANAGEMENT TOPICS

History of Fashion
Areas of Fashion
Fashion Design, Technology and Management
Fashion Fabric and Clothing
Fashion Designers and their Styles
Fashion Journalism
Fashion Shows and their Management
Sustainable Fashion

PRODUCTION AND OPERATIONS MANAGEMENT TOPICS

Theories of Production and Operations
Economics of Production
Production Design and Manufacturing
Logistics Engineering
Production Technologies
Industrial Engineering
Productivity Analysis
Process Improvement and Management

MATERIALS MANAGEMENT TOPICS

Purchasing Management
Materials Management
Materials Disposal Management
Transportation Management
Procurement Management
Stores Management
Negotiations and Contract Management
Emerging Issues in Materials Management

POLICE ADMINISTRATION TOPICS

Effective Policing

Criminology
Criminal Law Enforcement
Forensic Science
Police Reforms
Advanced Policing
Gore Committee Report
Police Research

ORGANIC FARMING TOPICS

Introduction to Organic Farming
Organic Farming Techniques
Organic Farming Systems
Ornamental Organic Gardens
Integrated Pest Management
Organic Fertilizers
Organic Organisations
Organic Food

HABITAT AND POPULATION STUDIES TOPICS

Human Settlements and Human Health
Urban and Rural Settlements
Population Pressure and Poverty
Population, Environment and Development
Population Explosion and Poverty
Population and Development
Nuptiality and Fertility
Population Education

CLIMATE CHANGE MANAGEMENT TOPICS

Politics of Climate Change
Global Warming
Sea Level Rise
Global Warming : Cooperation
Saving Ozone Layer
Nuclear Power Wastes
Toxic and Hazardous Waste Management
India's Role in Global Warming Reduction

GREEN TECHNOLOGY TOPICS

Introduction to Green Science and Technology
Green Technology Dimensions
Green Energy Technologies
Environmental Sustainability
Corporate Environmental Responsibility
Green Technological Applications
Green Laws Compliance
Green Conventions

GOOD GOVERNANCE TOPICS

Planning and Development in India
Political Theory
Good Governance and Management

Accountability and Public Audit
Economic History of India
NGOs, Governance and Social Change
Social Problems in India
Community Development

PLANNING AND DEVELOPMENT TOPICS

Introduction to Planning and Development
Planning in India
Social Development
Society, Nature and Environment
Development Planning
Good Governance and Management
Government Accountability
NGO Management

RURAL DEVELOPMENT TOPICS

Introduction to Rural Development
Rural Banking in India
Rural Employment
Integrated Rural Development
Rural Entrepreneurship
Panchayati Raj and Rural Development
Sustainable Rural Development
Gender, Population and Rural Development

WOMEN'S EMPOWERMENT TOPICS

Historical Perspective of Women
Women and Family Welfare
Women and Social Issues
Empowerment of Women
Women and Crime
Women and Health
Women and Development
Challenges for Women

CHILD CARE MANAGEMENT TOPICS

Introduction to Child Care
Child Education and Development
Adolescent Growth
Childlife and Acculturation
Early Childhood Education
Child Psychology
Child Rights
Holistic Child Care

FOREIGN TRADE MANAGEMENT TOPICS

Introduction to Foreign Trade
International Economics
India's Foreign Trade Policy
International Marketing
Export Documentation

IPR and Foreign Trade
Foreign Trade Restrictions
World Trade related Bodies

MENTAL HEALTH RELATED TOPICS

Introduction to Mental Health
Mental Health - Positive Psychology
Personality Theories
Mild Mental Disorders
Psychotic Disorders
Psychological Testing
Neurological Disorders
Personality Disorders

TRIBAL DEVELOPMENT TOPICS

Introduction to Tribal Development
Social Triology of Tribal India
Tribal Development Planning
Tribal Development Programmes
Empowerment of Tribals
Tribal Areas Development
Education and Training for Tribals
Ethnobiology of Tribals

SOCIAL WORK MANAGEMENT TOPICS

Introduction to Social Work
Resource Mobilization for Social Work
Social Development
Social Work and Community Development
Social Unrest and Violence
Human Rights and Social Work
Changing Dimensions of Social Work
Future of Social Work

COOPERATIVE MANAGEMENT TOPICS

History of Cooperative Movement
Types of Cooperative Organisations
Cooperative Marketing
Cooperative Finance
Consumer Behaviour
Cooperative Union
Cooperative Education
Future of Cooperative Management

AVIATION MANAGEMENT TOPICS

History of Aviation
Aviation Hospitality Management
Principles and Practice of Aviation Management
Cabin Safety and Security Management
Aircraft Finance and Marketing
Aircraft Typology
Aviation Disaster Management

Airport Security
Aviation Regulations
Indian Airports Management
Aviation and the Environment
Aircraft Maintenance
Civil Aviation Organisations
Airline Mergers and Acquisitions
Aircraft Equipment and Processes
Aviation Economics
Flight Guidance Information System
Air Timetable and Ticketing Services
Aviation Marketing Management
Aircraft Accidents Mitigation
Airports Management
New Dimensions of Aviation Management
Future of Aviation Industry

HOSPITALITY MANAGEMENT TOPICS

Introduction to Hotel Marketing
Food Science and Kitchen Safety
Food and Beverage Production
Catering Technology
Improving Hospitality Services
Catering Management
Culinary Facilities
Global Hospitality Management
Innovations in Hospitality Sector
Hospitality Administration
Front Office Management
Brand Management in Hotels
International Hotel Operations
Hospitality Research
Hotel Engineering
Bar Management
Accommodation Operations
Hotel Law
Nutrition, Food and Hygiene
Facilities Planning and Management

KNOWLEDGE MANAGEMENT TOPICS

Dimensions of Knowledge
Epistemology
Knowledge Management
Knowledge Engineering
Cognitive Science
Innovation Management
Ontology
Tacit Knowledge

URBAN MANAGEMENT TOPICS

Introduction to Urban Planning
Environmental Planning
Urban Development and Management
Urban Economics
Town and Country Planning Legislations
Urban Sustainability
Safety and Security in Urban Areas
Transportation Planning

VALUATION MANAGEMENT TOPICS

Introduction to Valuation Science
Quantitative and Economic Principles
Approaches and Models to Valuation
Appraisal Methodologies
Business Valuation
Real Estate Management and Valuation
Plant and Machinery Valuation
Environmental Impact Assessment

CONSTRUCTION MANAGEMENT TOPICS

Introduction to Building Construction
Building Materials
Building Services
Vastu Science
Furnishing Management
Construction Techniques
Construction Management
Building Biology
Green Buildings
Efficient Water Management
Landscaping
Terrace Garden

PUBLIC RELATION MANAGEMENT TOPICS

Introduction to Public Relations
Public Relations Today
Management of Public Relations
Public Relations and Marketing Communication
Applications of Public Relations
Ethics and Public Relations
Information Resources Management
Organisational Behaviour
Case Studies in Public Relations

SAFETY MANAGEMENT TOPICS

Introduction to Industrial Safety Management
Types of Industrial Safety
Safety Risks and Responses
Safety and Reliability Engineering
Occupational Safety and Health
Industrial Safety System

Safety Management Components

Accident Prevention

Aircraft Safety Regulations

Automobile Safety Measures

Consumer Products Safety

Electrical Safety Management

Explosives Safety Management

Rail Accidents Safety

Nuclear Accidents Safety

Safety Engineering

Sports Injury Safety

Strategic Safety Management

Safety Related Critical Systems

Safety in Industrial Establishments

Human Factors in Safety Management

SECURITY MANAGEMENT TOPICS

Introduction to Security Science and Management

Security Types and Models

Cyber Security

Security Devices and Systems

Security Risks

Advanced Security Services

Security Analysis

Security Applications

MANAGEMENT : PAST, PRESENT AND FUTURE

Management in business, organizations and institutions is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively.

Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage others.

Universities, Colleges and Institutions offer Bachelor's, Master's and Doctoral Degrees in management. At the Doctoral level students specialize in areas of management, such as human resources, marketing, finance, systems, materials, production, operation, rural, urban, construction, international management, organizational behavior, or strategic management.

The verb 'manage' comes from the Italian *maneggiare* (to handle, especially tools), which derives from the Latin word *manus* (hand). The French word *mesnagement* (later *ménagement*) influenced the development in meaning of the English word *management* in the 17th and 18th centuries.

Views on the definition and scope of management include :

- Management is defined as the organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives
- Fredmund Malik defines as Management is the transformation of resources into utility.
- Management included as one of the factors of production - along with machines, materials and money
- Peter Drucker (1909–2005) sees the basic task of a management as twofold: marketing and innovation. Nevertheless, innovation is also linked to marketing (product innovation is a central strategic marketing issue). Peter Drucker identifies marketing as a key essence for business success, but management and marketing are generally understood as two different branches of business administration knowledge.
- Directors and managers should have the authority and responsibility to make decisions to direct an enterprise when given the authority
- As a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing a firm's resources to achieve a policy's objectives
- The size of management can range from one person in a small firm to hundreds or thousands of managers in multinational companies.
- In large firms, the board of directors formulates the policy that the chief executive officer implements.

Management involves the manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication: an enterprise environment (as opposed to a physical or mechanical mechanism), implies human motivation and implies some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur in both a legal as well as illegal enterprise or environment. Based on this, management must have humans, communication, and a positive enterprise endeavor. Plans, measurements, motivational psychological tools, goals, and economic measures (profit, etc.) may or may not be necessary components for there to be management. At first, one views management functionally, such as measuring quantity, adjusting plans, meeting goals. This applies even in situations where planning does not take place. From this perspective, Henri Fayol (1841–1925) considers management to consist of six functions :

1. Forecasting
2. Planning
3. Organizing
4. Commanding

5. Coordinating
6. Controlling

Henri Fayol was one of the most influential contributors to modern concepts of management.

In another way of thinking, Mary Parker Follett (1868–1933), defined management as "the art of getting things done through people". She described management as philosophy.

Critics, however, find this definition useful but far too narrow. The phrase "management is what managers do" occurs widely, suggesting the difficulty of defining management, the shifting nature of definitions and the connection of managerial practices with the existence of a managerial cadre or class.

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

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

In for-profit work, management has as its primary function the satisfaction of a range of stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities for employees. In nonprofit management, add the importance of keeping the faith of donors. In most models of management and governance, shareholders vote for the board of directors, and the board then hires senior management. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing managers, but this is rare.

In the public sector of countries constituted as representative democracies, voters elect politicians to public office. Such politicians hire many managers and administrators, and in some countries like the United States political appointees lose their jobs on the election of a new president/governor/mayor.

Difficulties arise in tracing the history of management. Some see it (by definition) as a late-modern (in the sense of late modernity) conceptualization. On those terms it cannot have a pre-modern history, only harbingers (such as stewards). Others, however, detect management-like-thought back to Sumerian traders and to the builders of the pyramids of ancient Egypt. Slave-owners through the centuries faced

the problems of exploiting/motivating a dependent but sometimes unenthusiastic or recalcitrant workforce, but many pre-industrial enterprises, given their small scale, did not feel compelled to face the issues of management systematically. However, innovations such as the spread of Hindu-Arabic numerals (5th to 15th centuries) and the codification of double-entry book-keeping (1494) provided tools for management assessment, planning and control.

With the changing workplaces of industrial revolutions in the 18th and 19th centuries, military theory and practice contributed approaches to managing the newly-popular factories.

Given the scale of most commercial operations and the lack of mechanized record-keeping and recording before the industrial revolution, it made sense for most owners of enterprises in those times to carry out management functions by and for themselves. But with growing size and complexity of organizations, the split between owners (individuals, industrial dynasties or groups of shareholders) and day-to-day managers (independent specialists in planning and control) gradually became more common.

While management (according to some definitions) has existed for millennia, several writers have created a background of works that assisted in modern management theories.

Some ancient military texts have been cited for lessons that civilian managers can gather. For example, Chinese general Sun Tzu in the 6th century BC, *The Art of War*, recommends being aware of and acting on strengths and weaknesses of both a manager's organization and a foe's.

Various ancient and medieval civilizations have produced "mirrors for princes" books, which aim to advise new monarchs on how to govern. Examples include the Indian Arthashastra by Chanakya (written around 300BC), and *The Prince* by Italian author Niccolò Machiavelli (c. 1515).

Written in 1776 by Adam Smith, a Scottish moral philosopher, *The Wealth of Nations* discussed efficient organization of work through division of labour. Smith described how changes in processes could boost productivity in the manufacture of pins. While individuals could produce 200 pins per day, Smith analyzed the steps involved in manufacture and, with 10 specialists, enabled production of 48,000 pins per day.

Classical economists such as Adam Smith (1723–1790) and John Stuart Mill (1806–1873) provided a theoretical background to resource-allocation, production, and pricing issues. About the same time, innovators like Eli Whitney (1765–1825), James Watt (1736–1819), and Matthew Boulton (1728–1809) developed elements of technical production such as standardization, quality-control procedures, cost-accounting, interchangeability of parts, and work-planning. Many of these aspects of management existed in the pre-1861 slave-based sector of the US economy. That environment saw 4 million people, as the contemporary usages had it, "managed" in profitable quasi-mass

production. Salaried managers as an identifiable group first became prominent in the late 19th century.

By about 1900 one finds managers trying to place their theories on what they regarded as a thoroughly scientific basis (see scientism for perceived limitations of this belief). Examples include Henry R. Towne's *Science of management* in the 1890s, Frederick Winslow Taylor's *The Principles of Scientific Management* (1911), Frank and Lillian Gilbreth's *Applied motion study* (1917), and Henry L. Gantt's charts (1910s). J. Duncan wrote the first college management textbook in 1911. In 1912 Yoichi Ueno introduced Taylorism to Japan and became first management consultant of the "Japanese-management style". His son Ichiro Ueno pioneered Japanese quality assurance.

The first comprehensive theories of management appeared around 1920. The Harvard Business School offered the first Master of Business Administration degree (MBA) in 1921. People like Henri Fayol (1841–1925) and Alexander Church described the various branches of management and their inter-relationships. In the early 20th century, people like Ordway Tead (1891–1973), Walter Scott and J. Mooney applied the principles of psychology to management, while other writers, such as Elton Mayo (1880–1949), Mary Parker Follett (1868–1933), Chester Barnard (1886–1961), Max Weber (1864–1920), Rensis Likert (1903–1981), and Chris Argyris (* 1923) approached the phenomenon of management from a sociological perspective.

Peter Drucker (1909–2005) wrote one of the earliest books on applied management: *Concept of the Corporation* (published in 1946). It resulted from Alfred Sloan (chairman of General Motors until 1956) commissioning a study of the organisation. Drucker went on to write 39 books, many in the same vein.

H. Dodge, Ronald Fisher (1890–1962), and Thornton C. Fry introduced statistical techniques into management-studies. In the 1940s, Patrick Blackett worked in the development of the applied mathematics science of operations research, initially for military operations. Operations research, sometimes known as "management science" (but distinct from Taylor's scientific management), attempts to take a scientific approach to solving decision problems, and can be directly applied to multiple management problems, particularly in the areas of logistics and operations.

Some of the more recent developments include the Theory of Constraints, management by objectives, reengineering, Six Sigma and various information-technology-driven theories such as agile software development, as well as group management theories such as Cog's Ladder.

As the general recognition of managers as a class solidified during the 20th century and gave perceived practitioners of the art/science of management a certain amount of prestige, so the way opened for popularised systems of management ideas to peddle their wares. In this context many management fads may have had more to do with pop psychology than with scientific theories of management.

Towards the end of the 20th century, business management came to consist of the following separate branches, namely :

- human resource management
- operations management or production management
- strategic management
- marketing management
- financial management
- information technology management responsible for management information systems
- rural management
- urban management
- entrepreneurship management
- construction management
- quality management
- materials management
- technology management
- hospital management
- hotel management
- environmental management
- disaster management
- media management
- land management
- agricultural management
- horticultural management
- educational management

In the 21st century observers find it increasingly difficult to subdivide management into functional categories in this way. More and more processes simultaneously involve several categories. Instead, one tends to think in terms of the various processes, tasks, and objects subject to management.

Branches of management theory also exist relating to nonprofits and to government: such as public administration, public management, and educational management. Further, management programs related to civil-society organizations have also spawned programs in nonprofit management and social entrepreneurship.

Note that many of the assumptions made by management have come under attack from business-ethics viewpoints, critical management studies, and anti-corporate activism. As one consequence, workplace democracy (sometimes referred to as Workers' self-management) has become both more common and advocated to a greater extent, in some places distributing all management functions among workers, each of whom takes on a portion of the work. However, these models predate any current political issue, and may occur more naturally than does a command hierarchy. All management embraces to some degree a democratic principle—in that in the long term, the majority of workers must support management. Otherwise, they leave to find other work or go on strike. Despite the move toward workplace democracy, command-and-control

organization structures remain commonplace as *de facto* organization structure. Indeed, the entrenched nature of command-and-control is evident in the way that recent layoffs have been conducted with management ranks affected far less than employees at the lower levels. In some cases, management has even rewarded itself with bonuses after laying off lower-level workers.

According to leadership academic Manfred F.R. Kets de Vries, a contemporary senior management team will almost inevitably have some personality disorders.

Management operates through various functions, often classified as planning, organizing, staffing, leading / directing, controlling / monitoring and motivation.

- **Planning:** Deciding what needs to happen in the future (today, next week, next month, next year, over the next five years, etc.) and generating plans for action.
- **Organizing:** (Implementation) pattern of relationships among workers, making optimum use of the resources required to enable the successful carrying out of plans.
- **Staffing:** Job analysis, recruitment and hiring for appropriate jobs.
- **Leading/directing:** Determining what must be done in a situation and getting people to do it.
- **Controlling/monitoring:** Checking progress against plans.
- **Motivation:** Motivation is also a kind of basic function of management, because without motivation, employees cannot work effectively. If motivation does not take place in an organization, then employees may not contribute to the other functions (which are usually set by top-level management).
- **Communicating:** is giving, receiving, or exchange information.
- **Creating:** ability to produce original Idea, thought through the use of imagination
- **Interpersonal:** roles that involve coordination and interaction with employees
- **Informational:** roles that involve handling, sharing, and analyzing information
- **Decisional:** roles that require decision-making
- **Political:** used to build a power base and establish connections
- **Conceptual:** used to analyze complex situations.
- **Interpersonal:** used to communicate, motivate, mentor and delegate
- **Diagnostic:** ability to visualize most appropriate response to a situation
- **Technical:** Expertise in one's particular functional area.
- The mission of the business is the most obvious purpose—which may be, for example, to make soap.
- The vision of the business reflects its aspirations and specifies its intended direction or future destination.
- The objectives of the business refers to the ends or activity that is the goal of a certain task.
- The business's policy is a guide that stipulates rules, regulations and objectives, and may be used in the managers' decision-making. It must be flexible and easily interpreted and understood by all employees.
- The business's strategy refers to the coordinated plan of action it takes and resources it uses to realize its vision and long-term objectives. It is a guideline to

managers, stipulating how they ought to allocate and use the factors of production to the business's advantage. Initially, it could help the managers decide on what type of business they want to form.

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

All policies must be discussed with all managerial personnel and staff that is required in the execution of any departmental policy.

- Organizational change is strategically achieved through the implementation of the eight-step plan of action established by John P. Kotter: Increase urgency, get the vision right, communicate the buy-in, empower action, create short-term wins, don't let up, and make change stick.
- They give mid and lower-level managers a good idea of the future plans for each department in an organization.
- A framework is created whereby plans and decisions are made.
- Mid and lower-level management may add their own plans to the business's strategies.

Most organizations have three management levels: first-level, middle-level, and top-level managers. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid. Each level is explained below in specifications of their different responsibilities and likely job titles.

The top consists of the board of directors (including non-executive directors and executive directors), president, vice-president, CEOs and other members of the C-level executives. They are responsible for controlling and overseeing the entire organization. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

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

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

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

- Design and implement effective group and inter-group work and information systems.
- Define and monitor group-level performance indicators.
- Diagnose and resolve problems within and among work groups.
- Design and implement reward systems that support cooperative behavior. They also make decision and share ideas with top managers.