RECENT DEVELOPMENT IN MANAGEMENT SYSTEM

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Abstract
The present decade is characterised by intense competition in the business world. Companies across the world are attempting to grapple with the changing business environment, especially within emerging economies in third world countries (e.g. India and China).

In the midst of highly volatile competition across the world, India is one of the prominent nations which both withstands and combats competitive forces from big corporations. India occupies a major chunk of markets ranging from consumer durables and cosmetics to healthcare products.

Not long ago the world realised the potential of this third world country; hence corporations all over the globe are attempting to explore the opportunities stemming from this sub-Asian continent. At the same time, major corporations are also aware of the impending threats of intellectual currency from India. From a strategic management point of view, corporations are engaging in outsourcing to take advantage of India's unexploited and underutilized human capital, and are reaping the benefits of intellectualism, which will benefit the world economy at large. Quite unselfishly, corporations are engaging in cooperative strategies for welfare of the world in general and of corporations in particular.

Introduction
Management in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively.

Management includes planning, organizing, staffing, leading or directing and controlling an organization to accomplish the goal or target. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Management is also an academic discipline, a social science whose objective is to study social organization.

Etymology
The English verb "manage" comes from the Italian *maneggiare* (to handle, especially tools or a horse), which derives from the two Latin words *manus* (hand) and *agere* (to act).

The French word for housekeeping, *ménagerie*, derived from *ménager* ("to keep house"; compare *ménage* for "household"), also encompasses taking care of domestic animals.*Ménagerie* is the French translation of Xenophon's famous book *Oeconomicus* (Greek: ἰ   μ   ) on household matters and husbandry.

The French word *mesnagement* (or *ménagement*) influenced the semantic development of the English word *management* in the 17th and 18th centuries.

Nature of Work
In profitable organizations, management's primary function is 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 great 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.

Historical Development
Some see management (by definition) as 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 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.

21st Century
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.

Basics
Management operates through five basic functions: planning, organizing, coordinating, commanding, and controlling.
- **Planning**: Deciding what needs to happen in the future and generating plans for action (deciding in advance).
- **Organizing**: Making sure the human and nonhuman resources are put into place
- **Coordinating** (or staffing): Creating a structure through which an organization's goals can be accomplished.
- **Commanding** (or leading): Determining what must be done in a situation and getting people to do it.
- **Controlling**: Checking progress against plans.

Basic Roles
- **Interpersonal**: roles that involve coordination and interaction with employees
- **Informational**: roles that involve handling, sharing, and analyzing information
- **Decision**: roles that require decision-making

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Skills
Management skills include:
- Political: Used To Build A Power Base And To Establish Connections
- Conceptual: Used To Analyze Complex Situations
- Interpersonal: Used To Communicate, Motivate, Mentor And Delegate
- Diagnostic: Ability To Visualize Appropriate Responses To A Situation
- Leadership: Ability To Lead And To Provide Guidance To A Specific Group
- Technical: Expertise in one's particular functional area.

Implementation of Policies and Strategies
- 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 analyzed 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.

Policies and Strategies in the Planning Process
- 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.
- 21st Century Management
- Management has been around since the dawn of civilization. In primitive societies almost everyone had to do physical labor. To escape this burden, about the only choices were going into politics (kings) or religion (priests).
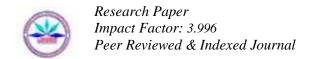
Civilized urban societies led to more specialization, created new vocational alternatives to manual labor, and saw a tendency of those who did not work with their hands to look down on those who did. This particular attitude was fostered by scribes, who used their knowledge of writing to produce literature that mocked the illiterate laboring classes.

When we read that the Pharaoh build the Pyramids, we know that in fact that actual work was done by other people. As these laborers cut, moved, and placed the stones, the first managers were there to tell them what to do, to see that they did it, and to chastise those whose performance was unsatisfactory.

Basically, these were the functions of managers until the twentieth century. The apogee of this form of management was perhaps reached in late nineteenth in the factory system. One can still visit the Boott Cotton Mills Museum of in Lowell, Massachusetts to see how work and management were organized then.

The Lowell mills were famous because instead of relying on immigrants, they also recruited, hired, and provided dormitories for middle class young women, selling the idea that employment and the money it brought were socially acceptable and increased their marital prospects. Today one can still read the work rules that these women had to follow. One stated that only short sleeve dresses were permitted. This was because when the mill managers saw employees talking instead of working, they would strike them in the arm with a rattan. Long-sleeved dresses impeded the effectiveness of this form of disciplinary action.

The "hit them with a whip" school of management suffered a decline and fall in the 20th century, though remnants still exist in various places in the world and the wish for such methods still is expressed now and then even by contemporary managers. Other methods of managing workers received classical expression in Frederick Taylor's Scientific Management in 1911. Taylorism led to new management tools involving such techniques as measurement and statistics.

What might be called the "efficiency expert" school of management was for the most part supplanted around the 1960s by a more "humanistic" approach, whose classical exponent was the psychologist Abraham Maslow. The changes in management thinking in this decade reflected the more educated workforce and greater respect for democracy that grew out of World War II.

In the 1970s Robert Greenleaf invented Servant Leadership, and in the 1990s Peter Block carried this concept forward to Stewardship. These ideas revolutionized the mental model for managers by suggesting that they replace thinking about how to get people to do things with thinking about to help people do things.

Just as the 21st century has seen new types of organizations and new ways of doing business arise, so, too, will there be new management trends, ideas, and techniques. While running after every trendy idea is hardly a recommendable strategy, the wise manager will learn, study, and apply the best current thinking.

At the start of the 21st century, the following rate to be the most important ideas regarding management:

- **Management is for everyone.** As educational levels rise and information technology accelerates, the distinction between "managers" and "workers" will fade away and management knowledge will be everyone's responsibility.
- **Management is for learners**. As information becomes the chief product of every business and as knowledge continues to explode, everyone will be a learner and the manager's foremost task will to promote learning.
- **Management is based on communicating.** As techniques for planning, strategizing, decision-making, and problem solving become the common province of everyone in the organization, the need for improving communication will be paramount and managers will be increasingly using dialogue and other communication tools.
- **Management is about change.** As technology and information reshape all our lives, change management will be "business as usual" and managers will be change agents who guide everyone to find and embrace the best new practices.
- **Management is broad based.** As boundaries disappear within organizations and in the world at large, the scope of management will grow and managers will be organizational development experts, diversity experts, facilitation experts, consultation experts – and much else.

Conclusion

Best practice management concepts in the late 20th century also included excellence and total quality management, reengineering, systems thinking, cross functional teams, empowerment, delayering and flat organization charts, learning organization, dialogue, reinventing work, and diversity. As knowledge in general increased with "Internet speed," management thought, already heavily influenced by psychological sciences, received infusions from numerous disciplines. Moreover, cross-fertilization between academia and the business community created a vast increase in management related research activity.

Some of these trends – such as TQM and reengineering - seemed by 2000 to have run their course. The permanent value of the new thinking underlying them, however, should not be denied; and 21st century versions of these movements should actually be welcomed.

Management is nothing more than motivating other People.