

Management Under Different Culture

Management Functions

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Outline

- ① Management
- ② Planning
- ③ Organizing
- ④ Staffing
- ⑤ Directing/Coordinating
- ⑥ Controlling
- ⑦ Workshop
- ⑧ Assignment



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What is the definition of Management

- **Process** designed to achieve an organization's objectives by using its resources effectively and efficiently in a changing environment.

KEYWORDS

- Achieve Objectives
- Resources Utilization
- Making decisions



Objectives

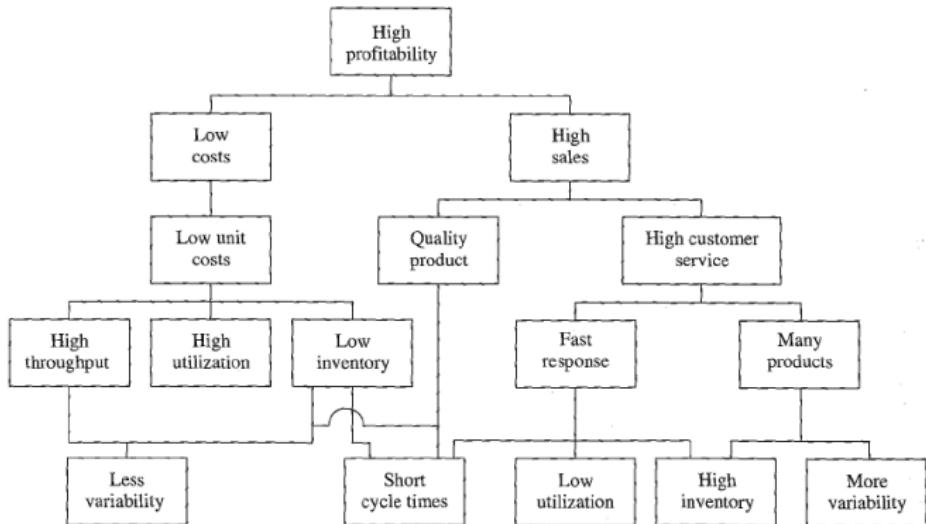
- Fundamental objectives are generally **vague** since they describe long-term aspiration that may or may not be completely quantified.
 - Increase the well-being of the stakeholders over the long term.
- Hierarchical objectives
 - Make a good return on investment over the long term.

$$\text{Profit} = \text{Revenue} - \text{Costs}$$

$$ROI = \frac{\text{Profit}}{\text{Assets}}$$



Conflicts



Source: Hopp and Spearman (2000)



Utilization



Source: <https://safetyculture.com>



Utilization



Source: www.westfaliausa.com



Utilization



Source: www.industryweek.com



The port: 50 years ago



From <http://blogtoexpress.blogspot.com>



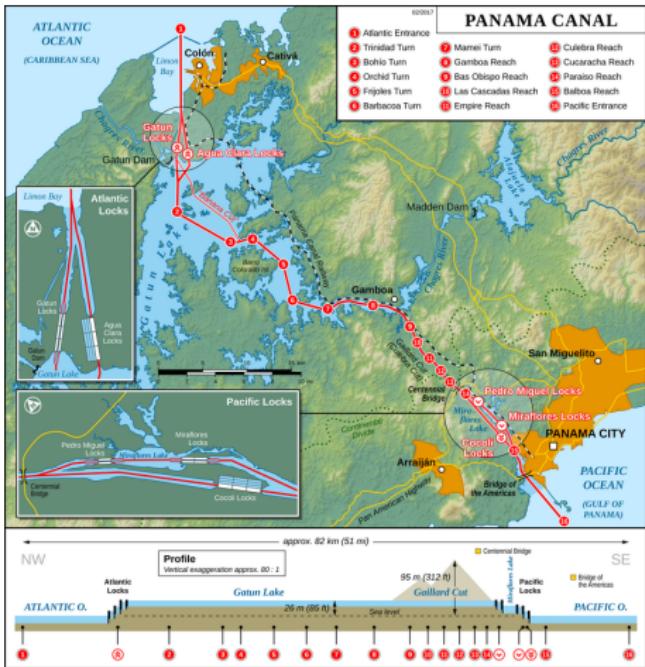
The port of Singapore: Today



From <http://safety4sea.com>



Panama Canal



From <https://en.wikipedia.org>



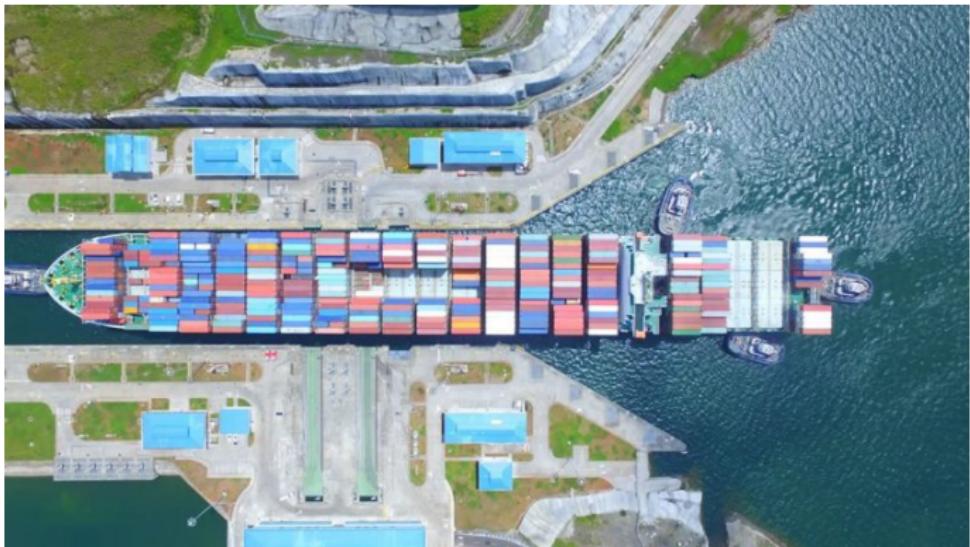
Panama Canal



From <https://www.nfiindustries.com>



Panama Canal



From <https://worldmaritimenews.com>



Largest Container Ship in the World



From <https://en.wikipedia.org>



How to success on business?



From www.managementstudyhq.com



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Planning

- Process of determining the organization's objectives and deciding how to accomplish them.
- Planning begins with what and why, then focuses on how, when, who, where.
 - Vision: An image without great detail - a flag.
 - Missions: Organization's purpose and philosophy (reason for being).
 - Objectives: Results desired by organization.
 - Strategy and Plan.



Examples of Vision and Mission

Vision

"People use Facebook to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them."

Mission

"Facebook's mission is to give people the power to share and make the world more open and connected."

From www.facebook.com



Examples of Vision and Mission



Mission

- 'To leverage technology and the expertise of our invaluable employees to provide our customers with the best shopping experience on the Internet.'

Vision

- 'To be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.'

From www.amazon.com



Types of Planning

Strategic plans

- Involves analyzing competitive opportunities & threats, as well as the strengths & weaknesses of the organization, & determining how to position the organization to compete effectively in their environment.

Tactical plans

- Creates the blueprint for the larger strategic plan. These plans are often short term and are carried out by middle-level managers.

Operational plans

- Covers the entire organization's goals & objectives and puts into practice the ways & action steps to achieve the strategic plans. Very short term plans, usually less than a year.

From www.tutorialspoint.com



Other Plans

- Business Continuity Plan
- Focus on potential disruptions and how to minimize financial loss and negative effects of such disruptions.



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From www.shutterstock.com



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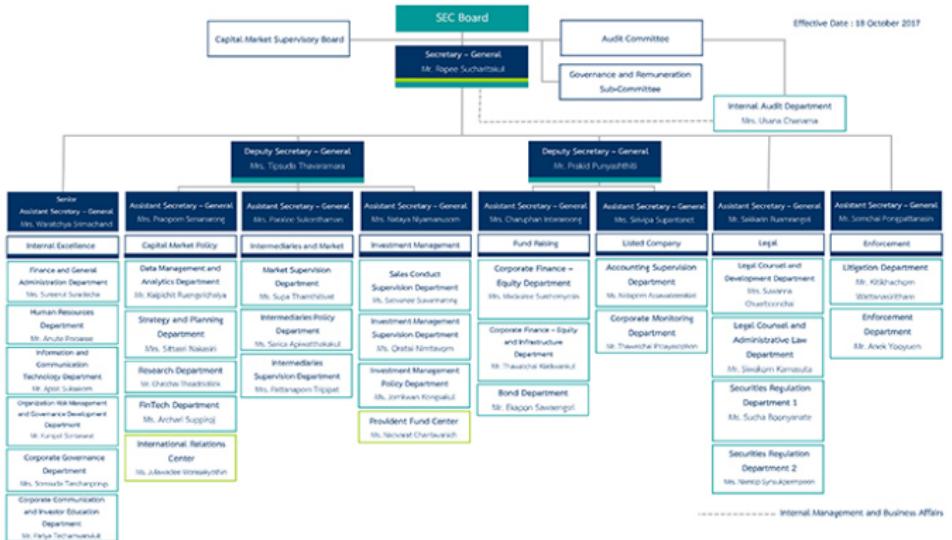


Organizing

- Establishment of **structure** in which the work gets done.
 - Delineating tasks and establishing a **framework of an authority** for the people who will perform these tasks.
 - Analyzing **workload**, distributing it among employees, and coordinating the activities so that work proceeds smoothly.



Organizational Chart



From www.sec.or.th



Unit of Command and Span of Control

Unit of Command

- For each task that must be done, the employee who performs it is directly accountable to someone.

Span of Control

- Number of employees who report to a single leader.



Essential Organizing Tools

- Policies.
- Procedures.
- Work Rules.
- Position Descriptions.
- All-important activities of assigning and delegating.



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Staffing

- Hiring people to carry out the work of the organization.
 - Human Resource Planning.
 - Recruitment.
 - Personnel Selection.
 - Orientation of New Employees.
 - Motivating and Training*.



Over and Under-Qualified Employees

Over-Qualified Employees

- These people **will not remain long enough**; and thus, turnover cost will be excessive.

Under-Qualified Employees

- **Not a good investment**, requiring training.



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Directing/Coordinating

- Motivating and leading employees to achieve organizational objectives.
 - Incentives (raise, promotion, and bonus).
 - Employee involvement.
 - Recognition and appreciation.



Skills Needed by Leaders

- Leadership.
- Technical Expertise.
- Analytical Skills.
- Human Relations Skills.



Effective Leadership



LEADERSHIP

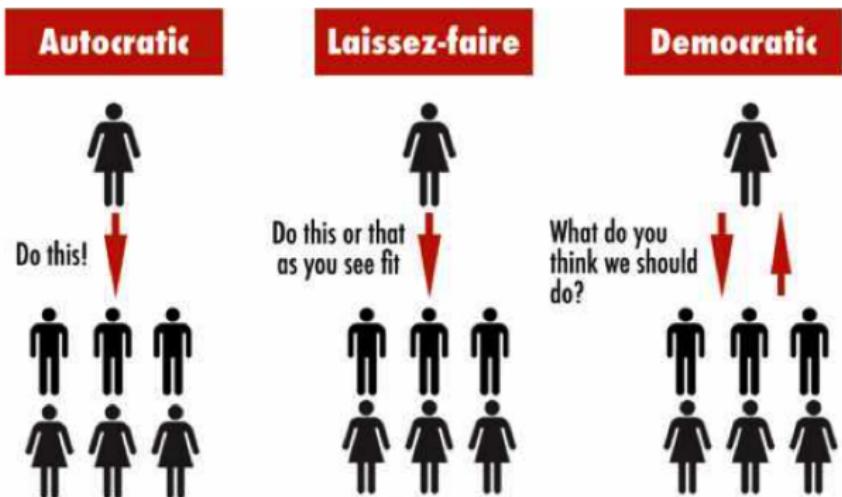
Effective Leadership

- A leader is one who knows the way, goes the way, and shows the way.
- Leadership is the capacity to translate vision into reality.
- Leadership is unlocking people's potential to become better.
- The key to successful leadership today is influence, not authority.

From www.paggu.com



Types of Leaders



From <https://culcpaiboonp.wordpress.com>



Leaders VS Managers

7 Things Great Leaders Always Do (But Mere Managers Always Fear)



From <https://culcpaiboonp.wordpress.com>



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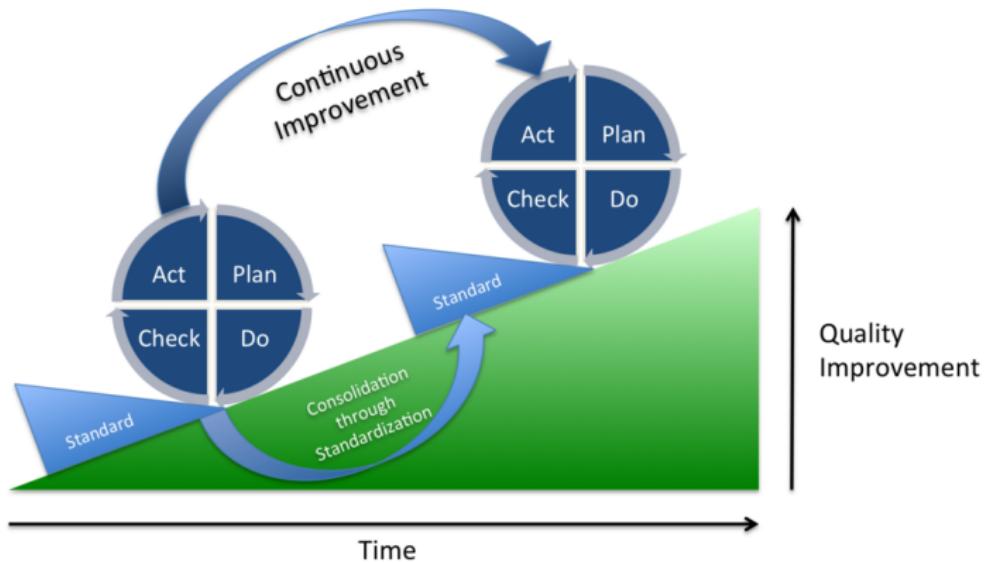


Controlling

- Process of evaluating and correcting activities to keep organization on course.
- Follow-up and Correction.
 - Measuring performance.
 - Comparing performance against standards.
 - Identifying deviations from standards.
 - Investigating causes of deviations.
 - Taking corrective action.



Continuous Improvement



From <https://www.getvetter.com>



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Accounting Model

- One of the key functions of cost accounting is to estimate **how much individual products cost to make.**
 - Should we continue to make this product in house?
 - What price should we quote to this customer?
- Cost components in manufacturing systems.
 - **Direct costs**, such as raw materials, are simple to assign.
 - **Direct labor** can be slightly more difficult to assign if workers produce more than one type of product.
 - **Overhead costs** are not directly attributable to individual products.



Accounting Model: ABC

- The traditional approach (model) for allocating overhead costs was to use **labor hours**.
- Today, direct labor constitutes **less than 15 percent** of the cost of most products, and hence the traditional methods have been increasingly challenged as **inappropriate**.
- The leading contender to replace traditional cost accounting techniques is known as **activity-based costing (ABC)**.
 - It is extremely difficult to accurately represent the value of limited resources by using a cost-based approach common to all accounting methodologies.



Production Planning

Consider a plant consisting of **three machines** that make **two products**, A and B. Both products require four hours of machine time, where product A requires two hours on machine 1 and two hours on machine 3 and product B requires two and one-half hours on machine 2 and one and one-half hours on machine 3. The plant runs an average of 21 days per month with two shifts or 16 hours per day, for a total of 336 hours per month.

Nonmaterial expenditures to run the plant (i.e., labor, supervision, administration, etc.) are \$100,000 per month. Both products make use of exactly the **same amount of overhead activities**.



Production Planning

Product	Price	R/M Cost	Labor Hours	Min:Max
A	600	50	4	75:140
B	600	100	4	0:140



Production Planning



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Social Responsibility and Ethical Issues

- Divide into groups (up to 6) and prepare a 12-minute presentation regarding social responsibility and ethical issues on the following topics (up to 2 groups for each topic).
 - Social networks and Fake news
 - Child/Animal abuse
 - Gender equality
 - Environmental sustainability.
 - Others topics (upon approval)
- The presentation should include but not limited to the following information.
 - Related definitions and examples.
 - Current situation and effects.
 - Intervention and mitigation strategies - both short and long terms.
 - Lessons learned (related to social responsibility and ethical issues).
- Presentation date and time: Oct 2, 2025, from 13.00 - 16.00