**FUNCTIONAL AREAS OF MANAGEMENT**

**Production:** Production is an activity that transforms inputs into outputs.

**The production Function:**

**Definition**: According to Michael R Baye defines production function as “that function which defines the maximum amount of output that can be produced with a given set of inputs

Production is the result of the combinations of factors for the creation of values and utility to the corresponding commodities. The factors of production are namely Land, Labour, Capital, Organization and Technology.

Outputs

1. Tangible goods
2. Intangible goods

Inputs

1. Men Money
2. Machinery
3. Material
4. Technology

Processing

In other words it may be defined as it is a process of converting input into output is called as production

**Production Function**: The function for the production is stated as:

**Q = f{L1, L2,  C, O, T}**

Where Q = Quantity of Production, F = Relation between Inputs and Outputs, **L1 =** land, **L2**= Labour, C = Capital, O = Organization, T = Technology.

**Functions of production management:**

Production management attempts to utilize 6M’s: Men, Machines, Money, Methods, Materials, and Market in order to better serve consumer needs. Its fundamental goal is to produce products and services in the right quantity, quality, on a schedule, and for optimum money. Production management makes it simple to adopt various technologies and innovative changes in the workplace. Production management is in charge of supervising and controlling all employees involved in the company’s production processes in order to ensure that the target output is achieved.

Let’s discuss the functions of production management.

**1. Selection of product and design:**

Production management helps the organisation select the right product for production and also choose a relevant design for the product. This becomes imperative for the survival of organisations to possess a good understanding of their consumers in order to create products that fully satisfy needs.  Products need to go through a detailed evaluation in order to meet customer needs while also remaining cost-efficient.

**2. Production planning and control**

Choosing the correct production processes for a particular product also becomes important. [Decisions](https://www.mygreatlearning.com/blog/decision-making-skills/) must be taken in order to choose the correct type of machines and technology, the capital investment required, and so on. It entails planning prior to production. Decisions like the quantity of production, the flow of processes, and so on are all planned out. Routing is the term used for charting out the sequence of operations for a smooth workflow.

Production control is overseen by the [production manager](https://www.mygreatlearning.com/blog/product-manager-salary/). The actual process is compared and contrasted with the blueprint in place so that all necessary diversions from the original plan can be mapped out and any loopholes in the original plan can be spotted and corrected.

Scheduling is done to set up benchmarks as to when starting and when to complete a particular production activity. Inventory and cost control also need to be taken care of. The allocation of materials, labour, and other processes is called the production schedule.

**3. Machine maintenance and replacement**

Production management takes care of the maintenance and replacement of machines and equipment to ensure the efficient and smooth working of production processes. This is taken care of by the production manager and the team to prevent speed breaks and halts in production.

**Importance of production management**

**1. Efficient use of capital and resources**

Production management minimizes the cost of production and enhances the use of resources to the fullest. A concise blueprint enables proper use of resources and time, minimising disparity between production process and output.

**2. Competitive edge**

Production management can be a great tool for organisations facing competition in the market. A smoother flow of processes increases efficiency whilst also allowing the company to provide quality products and services.

**3. Minimizes risk of product failures**

Preparing a lucid roadmap and collating information and assumptions helps assess the market and reduce chances of failure. Knowing the requirements and needs of the market will help reduce the chance that a product will flop. Ultimately, product management, like everything else, cannot guarantee success, but it does reduce it.

**PLANT LAYOUT:**

Plant layout is a plan of optimum management of facilities which include; personnel, operating equipment, storage space, material handling equipment, and all other support services

It includes the arrangement and location of work centres and various service centres like inspection, storage, and shipping within the manufacturing/factory building.

**Plant Layout** is the physical arrangement of equipment and facilities within a Plant.

This is valid for:   
- Distances Material has to move  
- Distances Equipment has to move  
- Distances Operators have to move  
- Types of Handling Equipment needed  
- Energy required to move items against resistance (i.e. gravity)

## ****Objectives of plant layout:****

1. [Bottlenecks](https://www.investopedia.com/terms/b/bottleneck.asp#:~:text=A%20bottleneck%20is%20a%20point,delays%20and%20higher%20production%20costs.) and [point of congestion](https://www.juniper.net/documentation/en_US/src4.9/topics/concept/acp-classifications.html) are eliminated by line balancing so that material handling and transportation is minimized.
2. work stations are designed suitably, so that movement made by the workers is minimized.
3. The waiting time of the semi-finished products is minimized.
4. Increase the flexibility for changes in product design and future modification.
5. Utilization of cubic space, means besides using the floor space, its ceiling height also utilized to accommodate more material in the same space.
6. Improved work methods and reduced production cycle time.
7. To increase productivity and better product quality by reducing the cost of Production.

**Types of Plant Layout**

The following are the popular types of plant layout:

(1) Process layout

(2) Product layout

(3) Combined layout

(4) Fixed Layout

Each layout is explained in brief in the following paragraphs:

#### **Product Layout (or Line Layout):**

In this type of layout, all the machines are arranged in the sequence, as required to produce a specific product. It is called line layout because machines are arranged in a straight line. The raw materials are fed at one end and taken out as finished product to the other end. Special purpose machines are used which perform the required jobs (i.e., functions) quickly and reliably.

**Product layout is depicted below:**

**[Product Layout](https://www.yourarticlelibrary.com/wp-content/uploads/2015/11/clip_image00430.jpg)**

**Advantages:**

1. Reduced material handling cost due to mechanized handling systems and straight flow

2. Perfect line balancing which eliminates bottlenecks and idle capacity.

3. Short manufacturing cycle due to uninterrupted flow of materials

4. Simplified production planning and control; and simple and effective inspection of work.

5. Small amount of work-in-progress inventory

6. Lesser wage cost, as unskilled workers can learn and manage production.

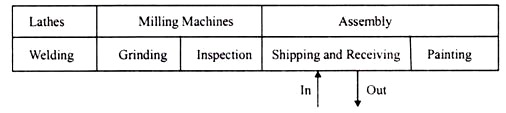
**Disadvantages:**

1. Lack of flexibility of operations, as layout cannot be adapted to the manufacture of any other type of product.
2. Large capital investment, because of special purpose machines.
3. Dependence of whole activity on each part; any breakdown of one machine in the sequence may result in stoppage of production.
4. Same machines duplicated for manufacture of different products; leading to high overall operational costs.
5. Delicate special purpose machines require costly maintenance / repairs.

#### **Process Layout (or Functional Layout):**

In this type of layout, all machines performing similar type of operations are grouped at one location i.e. all lathes, milling machines etc. are grouped in the shop and they will be clustered in like groups.

**A typical process layout is depicted below:**

**[](https://www.yourarticlelibrary.com/wp-content/uploads/2015/11/clip_image00612.jpg)**

**Advantages:**

1. Greater flexibility with regard to work distribution to machinery and personnel. Adapted to frequent changes in sequence of operations.

2. Lower investment due to general purpose machines; which usually are less costly than special purpose machines.

3. Higher utilization of production facilities; which can be adapted to a variety of products.

4. Variety of jobs makes the work challenging and interesting.

5. Breakdown of one machine does not result in complete stoppage of work.

**Disadvantages:**

1. Backtracking and long movements occur in handling of materials. As such, material handling costs are higher.

2. Mechanization of material handling is not possible.

3. Production planning and control is difficult

4. More space requirement; as work-in-progress inventory is high-requiring greater storage space.

5. As the work has to pass through different departments; it is quite difficult to trace the responsibility for the finished product.

**3.Fixed Layout**

In a fixed-position layout, **the project remains in one place, and workers and equipment come to that one work area**.

Examples of this type of project are a ship, a highway, a bridge, a house, and an operating table in a hospital operating room. Fixed-position layout.

**Advantages:**

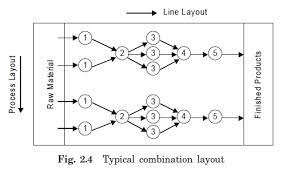
1. Material movement is reduced
2. Capital investment is minimized.
3. It offers greater flexibility and allows change in product design, product mix and production volume.
4. The task is usually done by gang of operators; hence continuity of operations is ensured.

#### **Disadvantages of Fixed position layout:**

1. It involves a low content of work in progress.
2. It involves high equipment handling costs.

**Combination Plant layout**

A combination of process and product layouts combines the advantages of both types of layouts. A combination layout is possible where an item is being made in different types and sizes. Here machinery is arranged in a process layout but the process grouping is then arranged in a sequence to manufacture various types and sizes of products. It is to be noted that the sequence of operations remains same with the variety of products and sizes. Figure shows a combination type of layout for manufacturing different sized gears.

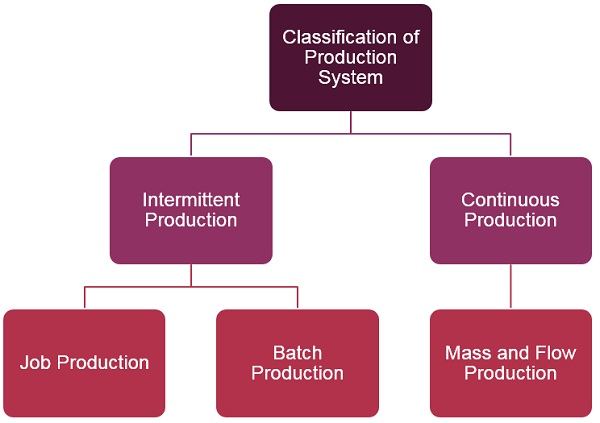
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#### **Advantages of combination layout:**

1. It combines the advantages of both process and product layout.
2. Combination layout can be useful when a number of items are produced in the same sequence but in small numbers and no item justified for individual production line.

**Methods of Prodution:**

* Continuous Process
* Intermittent Process
  + Batch process
  + Job shop



1. **Continuous Process:** The continuous process as the name suggests is the continuous in nature. The set-up time for starting such processes is usually very long, and once started, they continue for a long duration. The products produced by such a process are highly standardized with almost no variety and are measured on a continuous basis (tonnes per day meter lengths per day, etc.).
2. **Intermittent Process:** It stop at regular intervals of time because the product requires processing on a varieties, thus making the production process slow in comparison to the continuous process.

**Batch Production or Process:** This process is adopted when batches or lots of items are to be produced using the same set of set machines in the same sequence. For example, in a Bakery, a batch of salted biscuits may be made in the oven, followed by a batch of broad and so on. The equipment used is the same in all the cases with the same processing steps, but clearing and adjustments of the equipment may be required after each production run.

**Job Production or shop:** Here, every job is different from the other in terms of types of cost, efforts, consumption of materials or specifications. The batches of items produced in the job shop may vary in size from large, comprising many units, to very small, comprising a single unit. For example, in a restaurant every customer gives a different order of dishes, which are prepared by different cooks using different utensils, ovens, etc, and different recipes. Job shop results in low volume of output at a given time and thus costlier products compared to continuous processes.

### Flow Production

The need for the product forms the basis of plant design. There is no flexibility regarding the use of resources to produce similar products. Due to this characteristic, when there is a decrease in demand, the resources cannot be used to produce other products. Therefore, it is discarded. So, we can say that the plant design is specific to that product only.

**Examples**: Cement factory, sugar factory, chemical processing, computer keyboards, and oil refinery

**Characteristics of Flow Production**

* Conversion process whereby successive units of output undergo the same operation sequence.
* Use of specialized equipment positioned along the production line.

# **Production Planning and Control (PPC)**

production planning and control is the process of planning and subsequently controlling all aspects of manufacturing and production. This includes ordering material, scheduling employees and work on the machines, and even distributing goods to end customers.

The success of any production company comes with having a robust production planning and control strategy. This is because virtually all processes that occur within the production facility rely on each other or on properly carrying out production planning and control.

**Key Functions with Production Planning and Control**

Some of the key functions within production planning and control include the following:

* **Materials Management**- One of the functions of production planning and control is the specific measure of materials that are needed for production within a certain time period. Accurately determining the amount of material, you will need is essential to eliminate waste, high inventory levels, and other inventory carrying costs. On the other hand, this also prevents the risk of stock-outs and running out of materials. Overall, managing materials enables production to run smoothly as raw materials, parts, and other components can be delivered in a cost-effective and timely manner.
* **Equipment -**Production planning and control ensures the proper functioning of equipment. This includes analysing equipment downtime to identify any bottlenecks and inefficiencies within the production process. Doing so will ensure that production is flowing smoothly, staying efficient, and orders are completed on time. In addition, this component looks at equipment maintenance schedules to prevent any unexpected breakdowns that could stop production for extended periods of time.
* **Methods -**This component of production planning and control involves the analysis of possible alternatives to production processes as well as various schedules that production can follow. A production planning and scheduling software can generate multiple schedules to allow manufacturers to choose the best one for their production operations and constraints.
* **Routing -**Similarly to the last point, production planning and control ensures that raw materials are transformed into finished goods using the best route possible. Eliminating useless steps or excessive motion through the shop floor are the main objective of this component.
* **Estimating -**

After the process sheet for operations is made available, operation times are then estimated. The function is then carried out using analysis on areas of operations such as routing, raw materials, and various other areas.

* **Dispatching -**This phase of production planning in control involves the execution of the production schedule. It involves the release of materials, components, and tools to the machine operators so that production can begin. As one can imagine, this is where the importance of production planning and control is highlighted. If there are any delays in procuring materials or inefficient routing or processes, production will be hindered.
* **Expediting -**This step is also called Follow-Up and involves checking the progress of production. It also involves the follow up of materials, work in progress, and assembly. In this step, manufacturers should identify bottlenecks in the production process and work to remedy them to ensure that the production plan is executed as planned.
* **Evaluation -**One of the most important steps in production planning and control, and any process in general, is to evaluate it. This portion helps identify areas where productivity is still lacking and where improvements could be made. Managers can then focus on these areas and determine what needs to be changed and then implement strategies to improve those areas.

**MARKETING MANAGEMENT**

**Introduction**

**Marketing is an essential function** of a modern organization, it deals with products or services. Gone are th days when a good product was sold on its own. Marketing constitutes an essential function of modern business organization. However customer is the king to decide what is good quality or otherwise.

**Definitions**

Marketing is a social process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value with others**----**-***Philip Kotler***

The aim marketing is to know and understand the customers’ requirements so well that the product or services designed accordingly, are sold by themselves. Ideally marketing should prepare a customer’s buy-***-------Peter F. Drucker***

**Functions of Marketing**

The marketing process performs certain activities as the goods or services move from producer to consumer. Every firm does not perform all these activities or jobs. However, any company that wants to operate its marketing system successfully must carry them out. The following marketing tasks have been recognized for a long time.

* 1. **Selling:** It is core of marketing. It is concerned with the persuasion of prospective buyers to actually complete the purchase of an article. Setting pays an important part in realizing the ultimate aim of earning profit. Selling is enhanced by means of personal selling, advertising, publicity and sales promotion.
  2. **Buying:** It involves what to buy, what quality, how much, from whom, when and at, what price. People in business buy to increase sales or to decrease costs. Purchasing agents are much influenced by quality, service and price. The products that the retailers buy for resale are determined by the need and preferences of their customers.
  3. **Transportation:** Transport is the physical means whereby goods are moved from the places where they are produced to those they are needed for consumption. Transportation is essential from the procurement of raw materials to the delivery of finished products to the customers places. Marketing relies mainly on railroads, tracks, waterways, pipelines and air transport. The type of transportation is chosen on several consideration such as suitability, speed and cost.
  4. **Storage:** It involves the holding of goods in proper condition from the time they are produced until they are needed by consumers (in case of finished products) or by the production department (in case of raw materials and stores). Storing protects the goods from deterioration and helps in carrying over surplus for feature consumption or use in production. Goods may be stored in various warehouses situated at different places. Storing assumes greater importance when production is seasonal or consumption may be seasonal. Retail firms are called “stores”.
  5. **Standardization and Grading:** The other activities that facilitate marketing are standardization and grading. Standardization means establishment of certain standards or specifications for products based on intrinsic physical qualities of any commodity. This may involved quantity (weight or size) or it may involve quality (colour, shape, appearance, material, taste, sweetness etc). Government may also set some standards e.g., in case of agricultural products. A standard conveys a uniformity of the products.

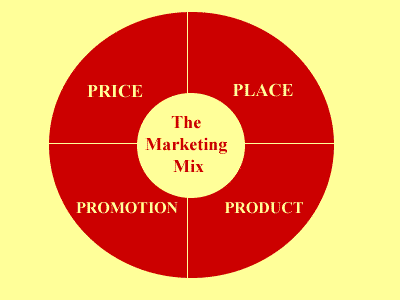
**“Grading means classification** of standardized products into certain well-defined classes or groups.” It involves the division of products into clauses made up of unit processing similar characteristics of size and quality. Grading is very important for “raw material” (such as fruits and cerials), mining products” (such as coal, iron-ore and mangenese) and “forest products” (such as timber). Branded consumer products may bear grade levels, – A B C.

* 1. **Financing:** It involves the use of capital to meet financial requirements of the agencies dealing with various activities of marketing. The services of providing the credit and money needed to meet the cost of getting merchandise into the hands of the final user is commonly referred to as finance, function in marketing. In marketing, finances are needed for working capital and fixed capital, which may be secured from three sources – onward capital, bank loans and advances, and trade credit (provided by the manufactures to wholesaler and by the wholesaler to the retailers).
  2. **Risk Taking** Risk means lose due to some unforeseen circumstances in future. Risk-bearing in marketing refers to the financial risk inherent in the ownership of goods held for an anticipated demand, including the possible losses due to a fall in price and the losses from spoilage, depreciation, obsolescence, fire and floods or any other loss that may occur with the passage of time. From production of goods to its selling stage, many risks are involved due to changes in marker conditions, natural causes and human factors. Changes in fashions or interventions also cause risks. Legislative measures of the government may also cause risks.
  3. **Market Information:** The only sound foundation, on which marketing decisions may be based, is correct and timely market information. Right facts and information reduce the aforesaid risks and thereby result in cost reduction. Business firms collect, analyze and interpret facts and information from internal sources, such as records, sales people and findings of the market research department. They also seek facts and information from external sources, such as business publications, government reports and commercial research firms. Retailers need to know about sources of supply and also about customers buying motives and buying habits. Manufacturers need to know about retailers and about advertising media. Firms in both these groups need information about competitor’s activities and about their markets. Even ultimate consumers need market information about availability of products, their quality standards, their prices, and also about the after-sale service facility Common sources for consumers are sales people, media advertisements, colleagues etc.

# **MARKETING MIX.**

The **marketing mix** is probably the most famous marketing term. Its elements are the basic, tactical components of a marketing plan. Also known as the Four P's, the *marketing mix* elements are price, place, product, and promotion. Read on for more details on the marketing mix.

The concept is simple. Think about another common mix - a cake mix. All cakes contain eggs, milk, flour, and sugar. However, you can alter the final cake by altering the amounts of mix elements contained in it. So for a sweet cake add more sugar!



Some commentators will increase the marketing mix to the Five P's, to include [people](http://www.marketingteacher.com/Lessons/lesson_people.htm). Others will increase the mix to Seven P's, to include [physical evidence](http://www.marketingteacher.com/Lessons/lesson_physical_evidence.htm) (such as uniforms, facilities, or livery) and [process](http://www.marketingteacher.com/Lessons/lesson_process.htm) (i.e. the whole customer experience e.g. a visit the Disney World). The term was coined by Neil H. Borden in his article *The Concept of the Marketing Mix* in 1965.

Price

There are many ways to price a product. Let's have a look at some of them and try to understand the best policy/strategy in various situations.

Place

Another element of Neil H.Borden's Marketing Mix is Place. Place is also known as channel, distribution, or intermediary. It is the mechanism through which goods and/or services are moved from the manufacturer/ service provider to the user or consumer

Product

* For many a product is simply the tangible, phsysical entity that they may be buying or selling. You buy a new car and that's the product - simple! Or maybe not. When you buy a car, is the product more complex than you first thought? The Three Levels of a Product
* The Product Life Cycle (PLC) is based upon the biological life cycle. For example, a seed is planted (introduction); it begins to sprout (growth); it shoots out leaves and puts down roots as it becomes an adult (maturity); after a long period as an adult the plant begins to shrink and die out (decline).

Promotion

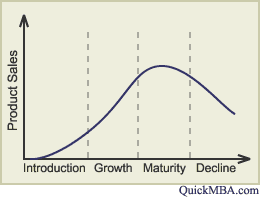
Another one of the 4P's is promotion. This includes all of the tools available to the marketer for 'marketing communication'. As with Neil H.Borden's marketing mix, marketing communications has its own 'promotions mix.' Think of it like a cake mix, the basic ingredients are always the same. However if you vary the amounts of one of the ingredients, the final outcome is different.

**MARKETING STRATEGIES BASED ON PRODUCT LIFE CYCLE (PLC)**

**The Product Life Cycle (PLC)** is used to map the lifespan of a product. There are generally four stages in the life of a product. **These four stages are the Introduction stage, the Growth stage, the Maturity stage and the Decline stage**. The following graph illustrates the four stages of the PLC:

One product's entire life cycle could be over in a few months. Another product could last for years. Also, the Introduction stage may last much longer than the Growth stage and vice versa.

**The Four Stages of the Product Life Cycle**



The product life cycle is defined as the period that starts with the initial product design (research and development) and ends with the withdrawal of the product from the marketplace. It is characterized by specific stages, including research, development, introduction, maturity, decline, and finally obsolescence as the product is removed from the market (discontinued). Each stage is often linked with changes in the flows of raw materials, parts and distribution to markets as production (input costs) is adjusted to face increasing competition. Conventionally, four main stages compose a product's life cycle:

1. **Introduction:** This stage mainly concerns the development of a new product, from the time is was initially conceptualized to the point it is introduced on the market. The great majority of ideas do not reach the promotion stage. The corporation having an innovative idea first will often have a period of monopoly until competitors start to copy and/or improve the product (unless a patent is involved as it is the case in industries such as pharmaceuticals). Generally, associated freight flows take place within developed countries and/or close to markets where to product is likely to be adopted.
2. **Growth:** If the new product is successful (many are not), sales will start to grow and new competitors will enter the market (by replicating the product or developing new features on their own), slowly eroding the market share of the innovative firm. The product starts to be exported to other markets and substantial efforts are made to improve its distribution since competition mainly takes place more on the innovative capabilities of the product than on its price. This phase tends to be associated by high levels of profits and a fast diffusion of the product.
3. **Maturity:** At this stage, the product has been standardized, is widely available on the market and its distribution is well established. Competition increasingly takes place over cost and a growing share of the production is moved to low cost locations, particularly for labor intensive parts. Associated freight flows are consequently modified to include a greater transnational dimension.
4. **Decline:** As the product is becoming obsolete, production essentially takes place in low costs locations. Production and distribution economies are actively sought as profit margins decline. Eventually, the product will be retired, an event that marks the end of its life cycle.

**Channels of Distribution**

**Introduction**

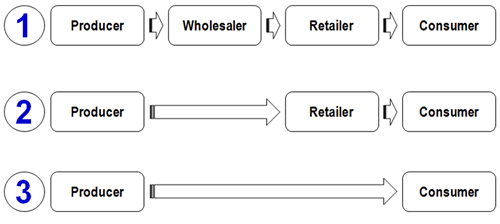
**A channel of distribution or trade channel is defined as the path or route along which goods move from producers or manufacturers to ultimate consumers or industrial users**. In other words, it is a distribution network through which producer puts his products in the market and passes it to the actual users. **This channel consists of: - producers, consumers or users and the various middlemen like wholesalers, selling agents and retailers (dealers)** who intervene between the producers and consumers. Therefore, the channel serves to bridge the gap between the point of production and the point of consumption thereby creating time, place and possession utilities.

**Definitions**

A channel of distribution or trade channel is defined as the path or route along which goods move from producers or manufacturers to ultimate consumers or industrial users.

A distribution channel consists of the set of people and firms involved in the transfer of title to a product as the product moves from producer to ultimate consumer or business user.

"A marketing or trade channel is a set of interdependent organizations involved in the process of marketing a product or service available for use or consumption"



These channels of distribution are broadly divided into four types:-

**Producer-Customer:** This is the simplest and shortest channel in which no middlemen is involved and producers directly sell their products to the consumers. It is fast and economical channel of distribution. Under it, the producer or entrepreneur performs all the marketing activities himself and has full control over distribution. A producer may sell directly to consumers through door-to-door salesmen, direct mail or through his own retail stores. Big firms adopt this channel to cut distribution costs and to sell industrial products of high value. Small producers and producers of perishable commodities also sell directly to local consumers.

**Producer-Retailer-Customer:** This channel of distribution involves only one middleman called 'retailer'. Under it, the producer sells his product to big retailers (or retailers who buy goods in large quantities) who in turn sell to the ultimate consumers. This channel relieves the manufacturer from burden of selling the goods himself and at the same time gives him control over the process of distribution. This is often suited for distribution of consumer durables and products of high value.

**Producer-Wholesaler-Retailer-Customer:** This is the most common and traditional channel of distribution. Under it, two middlemen i.e. wholesalers and retailers are involved. Here, the producer sells his product to wholesalers, who in turn sell it to retailers. And retailers finally sell the product to the ultimate consumers. This channel is suitable for the producers having limited finance, narrow product line and who needed expert services and promotional support of wholesalers. This is mostly used for the products with widely scattered market.

**Producer-Agent-Wholesaler-Retailer-Customer:** This is the longest channel of distribution in which three middlemen are involved. This is used when the producer wants to be fully relieved of the problem of distribution and thus hands over his entire output to the selling agents. The agents distribute the product among a few wholesalers. Each wholesaler distribute the product among a number of retailers who finally sell it to the ultimate consumers. This channel is suitable for wider distribution of various industrial products.

**Recent Trends in Marketing:**

Marketing is a constantly changing field, and being aware of the most recent trends will help your team succeed in building brand awareness and reaching your target audience. While it’s not always easy to keep up, staying on top of emerging marketing trends is critical to stand out from the crowd and boost your return on investment (ROI).

The latest marketing trends include personalization, social media, artificial intelligence (AI) and virtual reality (VR), and the metaverse. However, a good marketing foundation remains important. While new advances in technology are exciting, core content should still be engaging, relevant, credible, interactive, and authentic.

* [**Personalization**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#personalization)
* [**Social media**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#social-media)
* [**Influencer marketing**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#influencer-marketing)
* [**New video trends**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#new-video-trends)
* [**Social responsibility**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#social-responsibility)
* [**Artificial intelligence and machine learning**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#artificial-intelligence-and-machine-learning)
* [**The metaverse**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#the-metaverse)
* [**Search engine optimization**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#search-engine-optimization)
* [**Voice search**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#voice-search)
* [**Privacy is changing**](https://business.adobe.com/blog/the-latest/top-10-marketing-trends-2022#privacy-is-changing)

## 1. Personalization

Your brand can personalize marketing by:

* Using platforms that collect and manage customer data
* Exploring the wealth of data that social media provides
* Harnessing AI technology to analyse data more closely

You can also personalize marketing based on location. As more searches shift to mobile, geolocation data is now at your fingertips. Instead of advertising to everyone in the world, this marketing trend allows brands to target nearby audiences to make more sales.

If your business does account-based marketing (ABM), you should personalize content for those leads too. Personalization allows you to target decision makers within businesses and customize your approach to each account. Send information that’s hyper-targeted to the members of a specific C-suite team so your message really hits home.

## 2. social media

Social media isn’t a new marketing trend, but there have been important changes to the platforms themselves and how users behave on those platforms

To succeed on social, you need to market your brand across a variety of platforms. If you’re on Facebook, Instagram, and LinkedIn, consider expanding to younger-targeted platforms like Snapchat and TikTok to boost your reach. But you can’t take a cookie-cutter approach — brands have to tweak their voice, approach, content, and posting frequency to fit each platform’s user base.

## 3. Influencer marketing

One of the top marketing trends will be influencer relationships. Not only are influencers here to stay, but they should be part of every company’s marketing strategy. Since data privacy laws are making it tougher to gather intel on your target audience, these influencer relationships are a critical trend that you can’t ignore. However, the nature of influencer partnerships will change in two big ways.

#### **Micro-influencers are gaining popularity**

Big-name influencers like the Kardashians might turn heads, but celebrity brand partnerships are losing steam. Micro-influencers are a growing marketing trend for both enterprises and small businesses. These are influencers who might have a smaller following but dominate a specific niche. With 1,000–10,000 followers, micro-influencers have high engagement levels that you won’t see with a celebrity. Micro-influencers also offer more affordable rates that make them palatable for any marketing budget.

#### **Influencer relationships are going long term**

Don’t source new influencers for every campaign — foster relationships with successful influencers to grow your brand even more. Instead of asking an influencer to plug your product one time, you can cultivate long-term relationships with top-performing influencers.

## 4. New video trends

Video is an increasingly important space in marketing. In fact, [54% of consumers](https://www.oberlo.com/blog/video-marketing-statistics) want to see more video content from the brands they love — and 88% of marketers are happy with the ROI they get from such content. If you want to go all-in on video this year, here are some of the biggest trends in video marketing

#### **Micro stories or short-form video**

Short-form videos have [the highest ROI](https://woosuite.com/stats/short-form-video/#:~:text=Anything%20up%20to%202%20minutes,increase%20their%20investment%20in%202022.&text=In%202022%2C%20short%2Dform%20videos,3%20minutes%20and%2023%20seconds.) of any social media marketing strategy. The video we consume is getting shorter and shorter, thanks to platforms like TikTok. Brands need to tell engaging stories in shorter video segments to engage their followers, so keep your videos no longer than three minutes.

#### **Go live**

With the pandemic, live events shut down, and streamed events grew in popularity. In-person events are back, but livestreaming is still an important marketing trend on Facebook, Instagram, and YouTube. It’s a growing trend because live video allows for audience interaction, which is more engaging than pre-recorded video.

#### **Virtual events**

The pandemic also had a big impact on events. Many of the events we once attended in person, such as concerts and conferences, went online. Since virtual events allow brands to have a wider reach than they would get with an in-person event, it’s a no-brainer for ROI.

## 5. Social responsibility

It isn’t enough for your brand to sit on the sidelines. Younger generations are more socially conscious, and this affects their buying decisions.

## 6. Artificial intelligence and machine learning

Instead of targeting just one lead, artificial intelligence (AI) allows marketers to schedule marketing campaigns across platforms at every stage of the customer journey. AI is now at the point where it can [make marketing more targeted](https://blog.adobe.com/en/publish/2022/03/08/adobe-named-one-of-worlds-most-innovative-companies-in-ai-by-fast-company). For example, predictive analytics uses customer data to hyper-personalize marketing at scale. With the right customer data platform, brands can gather vast amounts of data, analyze it, and turn actionable insights into big marketing gains.

## 7. The metaverse

The metaverse is a digital version of reality. It’s considered the next frontier of the internet, allowing users to work, play, and live their lives in an integrated digital world. The pandemic, combined with developments in VR technology, created a boom in metaverse development. Thanks to VR and augmented reality, consumers will be able to do much more from the comfort of their homes, including:

* Courtside sporting events
* Concerts
* Virtual shopping
* Gaming

The metaverse opens up so many new avenues for marketing that brands are just beginning to explore. This space will continue to grow, so start thinking about your metaverse strategy now. That might include creating NFTs, trademarking your IP, or familiarizing yourself with metaverse apps like [RecRoom](https://recroom.com/" \t "_blank).

**8. Search engine optimization**

Search engine optimization (SEO) has been a marketing trend since the early days of Google, and you’ve likely done SEO optimization before. Blogging, content, and keywords will still have a place in SEO for recent, but a few things are changing.

## 9. Voice search

As the Internet of Things (IoT) grows, voice search is going to become even more important. Each “smart” device in your home qualifies as IoT, which covers everything from your thermostat to your smartwatch to your TV. Soon, consumers will interact with things in their environment just with their voice, and marketing must adapt.

Siri, Alexa, Echo, and Google Assistant have changed what Google looks for in SEO content.

## 10. Privacy is changing

Consumers care about who has access to their personal information, and that desire for data privacy is shaking up the future of marketing. So, what’s changing?

Apple is prioritizing user privacy, which means its devices will allow less app-based tracking. Google will stop supporting browser cookies on Chrome, which will result in less audience data. This means consumers will get the benefit of more privacy, but brands will have less audience data to personalize their approach. Going forward, brands need to get creative with how they gather customer data and create targeted marketing campaigns.

**Human Resource Development HRD - Definition**

**According to American Society for Training and Development (ASTD),**

"HRD is the integrated use of :-

* Training and development,
* Organizational development, and
* Career development to improve individual, group and organizational effectiveness."
* The part of [human resource management](http://www.businessdictionary.com/definition/human-resource-management-HRM.html) that specifically [deals](http://www.businessdictionary.com/definition/deal.html) with [training and development](http://www.businessdictionary.com/definition/training-and-development.html) of the [employees](http://www.businessdictionary.com/definition/employee.html).

Human [resource](http://www.businessdictionary.com/definition/resource.html) development [includes](http://www.investorguide.com/definition/include.html) [training](http://www.businessdictionary.com/definition/training.html) an [individual](http://www.businessdictionary.com/definition/individual.html) after he/she is [first](http://www.investorwords.com/9724/first.html) hired, [providing](http://www.businessdictionary.com/definition/provider.html) [opportunities](http://www.businessdictionary.com/definition/opportunity.html) to learn new [skills](http://www.investorwords.com/17775/skill.html), distributing [resources](http://www.investorwords.com/4217/resource.html) that are beneficial for the [employee's](http://www.investorguide.com/definition/employee.html) [tasks](http://www.businessdictionary.com/definition/task.html), and any other developmental [activities](http://www.businessdictionary.com/definition/activity.html).

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, [performance management](http://humanresources.about.com/od/performancemanagement/a/perfmgmt.htm) and development, [coaching](http://humanresources.about.com/od/glossaryc/g/coaching.htm), [mentoring](http://humanresources.about.com/od/glossarym/g/mentoring.htm), [succession planning](http://humanresources.about.com/od/glossarys/g/successionplan.htm), key employee identification, [tuition assistance](http://humanresources.about.com/od/glossaryt/g/tuition.htm), and organization development

**Human Resource Management**

**Definition**

***Edwin Flippo***

Human Resource Management as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

***According to******Decenzo and Robbins****,* “Human Resource Management is concerned with the people dimension” in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organisational objectives. This is true, regardless of the type of organization – government, business, education, health or social action”.

**Nature**

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include

* It is pervasive in nature as it is present in all enterprises.
* Its focus is on results rather than on rules.
* It tries to help employees develop their potential fully.
* It encourages employees to give their best to the organization.
* It is all about people at work, both as individuals and groups.
* It tries to put people on assigned jobs in order to produce good results.
* It helps an organization meet its goals in the future by providing for competent and well-motivated employees.
* It tries to build and maintain cordial relations between people working at various levels in the organization.
* It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

**Objectives**

* To help the organization reach its goals.
* To ensure effective utilization and maximum development of human resources.
* To ensure respect for human beings. To identify and satisfy the needs of individuals.
* To ensure reconciliation of individual goals with those of the organization.
* To achieve and maintain high morale among employees.
* To provide the organization with well-trained and well-motivated employees.
* To increase to the fullest the employee's job satisfaction and self-actualization.
* To develop and maintain a quality of work life.
* To be ethically and socially responsive to the needs of society.
* To develop overall personality of each employee in its multidimensional aspect.
* To enhance employee's capabilities to perform the present job.
* To equip the employees with precision and clarity in transaction of business.
* To inculcate the sense of team spirit, team work and inter-team collaboration.

**Functions of HR Manager:**

It has two types

* **Managerial functions**
  + 1. Planning
    2. Organizing
    3. Staffing
    4. Directing
    5. Controlling

**Operative functions**

The operative functions of HRM are related to specific activities of personnel management, viz.,

employment, development, compensation, organizational and industrial relations. These functions are to be performed in conjunction with managerial functions

1. **Procurement II) Development** 
   * + - 1. **Motivation & Compensation IV) Maintenance Integration**

1. **Procurement:**
2. Job Analysis 2) Human resource Planning 3) Recruitment and selection

4) Placement 5) Induction & orientation 6) Internal Mobility.

**2) Development:**

* + - 1. Training & Development 2) Career planning and development 3) Human resource development

**3) Motivation & compensation:**

1. Job design 2) work scheduling 3) Job evaluation 4) performance appraisal

5) Compensation Administration 6) Incentives and benefits.

**4) Maintenance and Integration:**

1. Healthy and safety 2) Employee welfare 3) social security 4) Grievance redressal

5) Collective bargaining 6) Employee participation 7) Industrial relations 8) Trade union & Association.

**Procurement function:** The first operative function of personnel management is procurement. It is concerned with procuring and employing people who possess necessary skills, knowledge and aptitude.

**Job analysis:** It is the process of collecting information relating to the operation and responsibilities pertaining to a specific job.

**Human resource planning:** It is a process of determining and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which would meet their needs and provide satisfaction for the individuals involved.

**Recruitment:** It is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

**Selection:** It is the process of ascertaining qualification, experience, skill and knowledge of an applicant with a view to applicant with a view to appraising his/her suitability to the job in question.

**Placement:** It is the process that ensures 360 degrees fit, matching the employees qualification,

experience, skills and interest with the job on offer. It is the personnel managers’ responsibility to position the right candidate at the right level.

**Induction and Orientation:** Induction and orientation are the techniques by which a new employee is rehabilitated in his surroundings and introduces to the practices, policies, and people.

**Internal Mobility:** The movement of employees form one job to another through transfers and

promotions is called internal mobility. Some employees leave an organization due to various reasons leading to resignation, retirement and even termination. These movement are known as external mobility.

**Development:** It is the process of improving, moulding, changing and developing the skills,

knowledge, creative ability, attitude, values and commitment based on present and future requirement both at the individuals and organization’s level. This function includes.

**Training:** Training is a continuous process by which employees learn skills, knowledge, abilities and attitudes to further organizational and personnel goals.

**Executive development:** It is a systematic process of developing managerial skills and capabilities through appropriate programmers.

**Career Planning and Development:** It is the planning of one’s career and implementation of career plans by means of education, training, job search and acquisition of work experiences. It includes succession planning which implies identifying developing and tracking key individuals for executive positions.

**Human Resource Development:** HRD aims at developing the total organization. It creates a climate that enables every employee to develop and use his capabilities in order to further oth individual and organization goals.

**Motivation and Compensation:** It is a process which inspires to give their best to the organization through the use of intrinsic (achievement, recognition, responsibility) and extrinsic (job design, work scheduling, appraisal based incentives) rewards.

**Job design:** Organizing tasks, and responsibilities towards having a productive unit of work is call job design. The main purpose of job design is to integrate the needs of employees to suit the requirement of an organization.

**Work scheduling:** Organizations must realize the importance of scheduling work to motivate employees through job enrichment, shorter work, weeks flexi-time, work sharing work assignments. Work scheduling is an attempt to structure work, incorporating the physical, physiological and behavioral aspects of work.

**Job evaluation:** Organizations formally determine the value of jobs through the process of job

evaluation. Job evaluation is a systematic process of determining the relative worth of jobs in order to establish which jobs should be paid more than others within the organization.

**Performance appraisal:** After an employee has be selected for job has been trained to do it and has worked on it for a period of time, his performance should be evaluated. It is a process of deciding how many employed to do their jobs. It is a method of evaluating the behavior of employees at the work place and normally includes both the quantitative and qualitative aspects of job performance.

**Compensation administration:** Compensation administration is the process of dividing how much an employees should be paid. The important goals are design a low-cost pay plan that will attract, motivate and retain competent employees-which is also perceives to be fair by these employees.

**Incentives and benefits:**  In addition to basic wage structure, most organizations now a days offer incentive compensation based on actual performance. Unlike incentives, benefits and services are offered to all employees as required by law including social security, insurance, workmen’s compensation, welfare amenities

**Maintenance:** It aims at protecting and preserving the physical and psychological health of

employees through various welfare measures.

**Health and safety:** Managers at all levels are expected to know and enforce safety and health

standards throughout the organization. They must ensure a work environment that protects employees from physical hazards, unhealthy conditions and unsafe acts of other personnel.

**Employee welfare:** It includes the services, amenities and facilities offered to employees within or outside the establishment for their physical, psychological and social well-being. Housing, transportation, education and recreation facilities are all includes in the employee welfare package.

**Social security:** Management provide social security to their employees in addition to fringe benefits. It includes workman’s compensation to those workers who are involved in accidents, maternity benefits to woman employees, sickness benefits and medical benefits, disablement benefits/allowances, dependent benefits and medical benefits, disablement benefits, retirement benefits like provident fund, pension gratuity.

**Integration function:** This tries to integrate the goals of an organization with employee aspirations through various employee-oriented programs like readdressing, like redressing grievances promptly, instituting proper disciplinary measures, empowering people to decide things independently encouraging a participative culture, offering constructive help to trade unions etc.

**Grievance redressal:** A grievance is any factor involving wages, hours or conditions of employment that is used as a complaint against the employer. Constructive grievance handling depends first on the managers ability to recognize, diagnose and correct the causes of potential employee dissatisfaction before it covers into a formal grievance.

**Discipline:** It is the force that prompts an individual or a group to observe the rules, regulations and procedures, which are deemed necessary for the attainment of an objective.

**Collective bargaining:** It is a process of agreeing on a satisfactory labour contract between

management and union. The contract contains agreements about the conditions of employment such as wages, hours, promotion and discipline; lay-off, benefits vacations rest pause and the grievance procedure.

**Employee participation and empowerment:** Participation means sharing the decision-making power with the lower ranks of an organization in an appropriate manner. When workers participate in organizations decisions they are able to see big picture clearly and also how their actions would impact the overall growth of the company. They can offer the feedback immediately based on their experiences and improve the quality of decisions.

**JOB EVALUATION**

**Definitions**

**Job evaluation** is a formal and systematic approach to analyzing jobs and categorizing them in regard to their relative worth in an organization. Job evaluations are usually based on compensation factors (skill set needed to perform the job, working conditions and job duties) rather than on the employee.

Job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization

**BENEFITS OF JOB EVALUATION**

* It helps the management in establishing an objective rationale for acceptable wage-structure.
* It takes into account many factors other than the skill difference.
* It helps in skill match with job. It is helpful in the selection, training and promotion of workers.
* It establishes cordial labour relationship.
* It helps in determining the rate of a new job.

**Job Evaluation Methods**

There are 4 basic and traditional systems of job evaluation:

1. **Ranking System**
2. **Job Classification or Grading system**
3. **Factor Comparison System, and**
4. **Point System.**

Ranking: The simplest and most common technique for job evaluation employs a system whereby human resources associates or consultants rank jobs in an organization based on a single factor, such as difficulty or education required to effectively perform the job. They then base compensation on ranking order with the highest ranked position earning the highest pay. This least expensive method of job evaluation works well for smaller businesses with tight budgets. Although this method can prove effective, its analytical system does not reach deep enough to determine other things associated with job evaluation, such as the value of the job to the individual organization or experiential competencies necessary to properly perform the job.

Point Method: A more complex job evaluation technique, the point method, requires evaluators to assign points to a number of compensation characteristics based on skill level, responsibility, effort required and working conditions. They then assess the level to which each of these are present in the job and assign points accordingly. The jobs with the highest points garner the highest pay with this popular technique.

Factor Comparison: **Factor comparison, a sophisticated, yet time-consuming method, utilizes the techniques found in several job evaluation schemes. The first step in factor comparison involves assessing each job based on characteristics used in the point method, but without assigning points. Next, evaluators analyze their findings against the market rate of pay for the compensation factors ranked in the first step. Finally, they establish external benchmark jobs that they use to compare to the job and its compensable characteristics to determine rate of pay.**

## Job Classification: The classification method requires that evaluators categorize jobs into groups with relatively the same value to a business. The groups are commonly called grades. Evaluators categorize the grades with similar compensation characteristics together. The characteristics may include level of responsibility required, competencies required and physical exertion necessary to perform the job. Those evaluating the positions may choose to include other characteristics, such as education or security clearance levels required.

**Financial Management**

**Meaning:**

Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise.

**Scope/Elements of Financial Management**

1. **Investment decisions** includes investment in fixed assets (called as capital budgeting). Investment in current assets are also a part of investment decisions called as working capital decisions.
2. **Financial decisions-** They relate to the raising of finance from various resources which will depend upon decision on type of source, period of financing, cost of financing and the returns thereby.
3. **Dividend decision-** The finance manager has to take decision with regards to the net profit distribution. Net profits are generally divided into two:
   1. *Dividend for shareholders-* Dividend and the rate of it has to be decided.
   2. *Retained profits-* Amount of retained profits has to be finalized which will depend upon expansion and diversification plans of the enterprise.

**Objectives of Financial Management**

The financial management is generally concerned with procurement, allocation and control of financial resources of a concern. The objectives can be-

1. To ensure regular and adequate supply of funds to the concern.
2. To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders.
3. To ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.
4. To ensure safety on investment, i.e, funds should be invested in safe ventures so that adequate rate of return can be achieved.
5. To plan a sound capital structure-There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital.

**Functions of Financial Management**

1. **Estimation of capital requirements:** A finance manager has to make estimation with regards to capital requirements of the company. This will depend upon expected costs and profits and future programmes and policies of a concern.
2. **Choice of sources of funds:** For additional funds to be procured, a company has many choices like-
   1. Issue of shares and debentures
   2. Loans to be taken from banks and financial institutions
   3. Public deposits to be drawn like in form of bonds.

Choice of factor will depend on relative merits and demerits of each source and period of financing.

1. **Investment of funds:** The finance manager has to decide to allocate funds into profitable ventures so that there is safety on investment and regular returns is possible.
2. **Disposal of surplus:** The net profits decision have to be made by the finance manager. This can be done in two ways:
   1. Dividend declaration - It includes identifying the rate of dividends and other benefits like bonus.
   2. Retained profits - The volume has to be decided which will depend upon expansional, innovational, diversification plans of the company.
3. **Management of cash:** Finance manager has to make decisions with regards to cash management. Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, maintenance of enough stock, purchase of raw materials, etc.
4. **Financial controls:** The finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc.