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最终文件

Thesis Paper

题 目 /Title	The brief discussion of management, management environment, analyze, situation, planning, organization, leading, controlling, company's problems and solutions
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Originality Declaration of Thesis Paper

I hereby solemnly declare that the submitted final paper is the outcome of my own study work under the guidance of my supervisor. Except for the content quoted in the text, this paper does not contain any research/article findings written or published by other individuals or teams. All the contributions of the study from the individuals or teams worked with me have been clearly stated and acknowledged.

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Content

8. Controlling

9. Company's Problems and It's Solutions in My Opinion

Conclusion

References

Abstract

Management is a set of functions directed at the efficient and effective utilization of resources in the pursuit of organizational goals. By efficient, we mean using resources wisely and in a cost-effective way. By effective, we mean making the right decisions and successfully implementing them. In general, successful organizations are both efficient and effective.Today's managers face a variety of interesting and challenging situations. The average executive works sixty hours a week; has enormous demands placed on his or her time;and faces increased complexities thanks to globalization, domestic competition,government regulation, and shareholder pressure. Rapid change, unexpected disruptions, and both minor and major crises fur their complicate the task. The manager's job is unpredictable and fraught with challenges, but it is also filled with opportunities to make a difference. This paper will give an overview on management, basic theories of management, analyze, company's situation, management environment, planning, organization, leading and controlling.

Keywords: Management, organization, leader, globalization, planning, time management

1. Introduction

Whether it is a business, a not-for-profit organization, or government body management is the administration of an organization. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. The term "management" may also refer to those people who manage an organization - individually: managers.

1.2. Management

The act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively is called management. 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 per-requisite to attempting to manage others.Management functions include: Planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal[1].

There are several different resource types within management. Resourcing encompasses the deployment and manipulation of:

- Human resources
- Financial resources
- Technological resources
- Natural resources

Figure 1. The management process

1.3. Different Type of Management Styles

There are different types of management styles, and the management process has changed over recent years. The addition of work teams and servant leadership has changed what is expected from managers, and what managers expect from their employees.

A) Traditional Management

There is a hierarchy of employees, low level management, mid-level management, and senior management. In traditional management systems, the manager sets out expectations for the employees who need to meet goals, but the manager receives the reward of meeting those goals.

B) Team Management

In a team management arrangement the manager is a guiding hand to help the members of the team work together to solve problems but doesn't dictate policy and the entire team receives the reward of meeting those goals.

C) Servant Management

With this approach, the manager helps supply resources the employees need to meet company goals[2]. In servant leadership, the organization recognizes employees as experts in their field and work to help them work efficiently.

No matter which type of management style is used by an organization, the main objective of managers is to help employees reach company goals and maintain company standards and policies.

D) The Need for Management

Management is needed in order to facilitate a coordinated effort toward the accomplishment of an organization's goals.

1.4. The Purpose of Management

The purpose of management is to serve customers. Yet, if one looks through most management books for a definition of management, 99.9 percent of the time the word customer will not be mentioned. This is astonishing because serving customers in order to obtain a profit is the crux of every business organization. Equally remiss is the fact that most definitions of management neatly filter out service in their descriptions of management[3].

Good managers constantly streamline their organizations toward making a sale. In other words, good managers are needed to keep their organizations on track by ensuring that everything that's being done is ethically geared toward providing what customers want. In this regard, a good manager is responsible for reducing waste and ambiguity, keeping costs down, and motivating others to do the same. In the same vein, good managers regularly take educated risks and exercise good judgement (the basis of entrepreneurship). These risks include:

- Trying new things;
- Successfully adjusting to constant change;
- Developing subordinates (good managers aren't afraid of letting other people shine and, in fact, they encourage it);
- Improving their own skills.

1.5. The Need for Management

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. 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. Therefore, management is needed in order to facilitate a coordinated effort toward the accomplishment of the organization's goals.

Since most managers are responsible for more work than one person can normally perform, a good manager delegates and integrates his or her work (or the work of others)[4]. A manager does this by acting as a clear channel of communication within the business that he or she serves. Good management is needed to inject motivation, creativity, discipline, and enthusiasm into areas in which they either don't exist or they're not necessarily wanted.

The various functions of management are classified as:

- Planning
- Organizing
- Staffing
- Leading/Directing
- Controlling/Monitoring
- Motivation

Management is also responsible for the formation and implementation of business policies and strategies.

1.6. Trends in Management

Modern trends in management favor agile, iterative processes that focus on innovation, software development, and social impacts.

Management is a rapidly evolving field. Even now start-ups all over the world are trying out new, innovative ways of looking at how to align their resources, how to make decisions, and what managerial approaches (or lack of managerial approaches) might yield the best culture for growth. It's an intriguing time for management, and experimentation is constant.

When looking at new management approaches, it's useful to consider the area in which these organizations operate. Software, non-profit, and entrepreneurship are all seeing substantial deviations from standard corporate management approaches.

1.7. Social Entrepreneurship

Utilizing the ever-evolving perspectives of start up companies and entrepreneurs, non-profit organizations and other community-oriented groups have begun replacing traditional management approaches with a more grassroots perspective. A key metric to a social entrepreneur isn't profit but community impact, usually in areas such as poverty alleviation, health care, education, and community development[5]. This management style is small, focused, innovation-driven, and non-hierarchical.
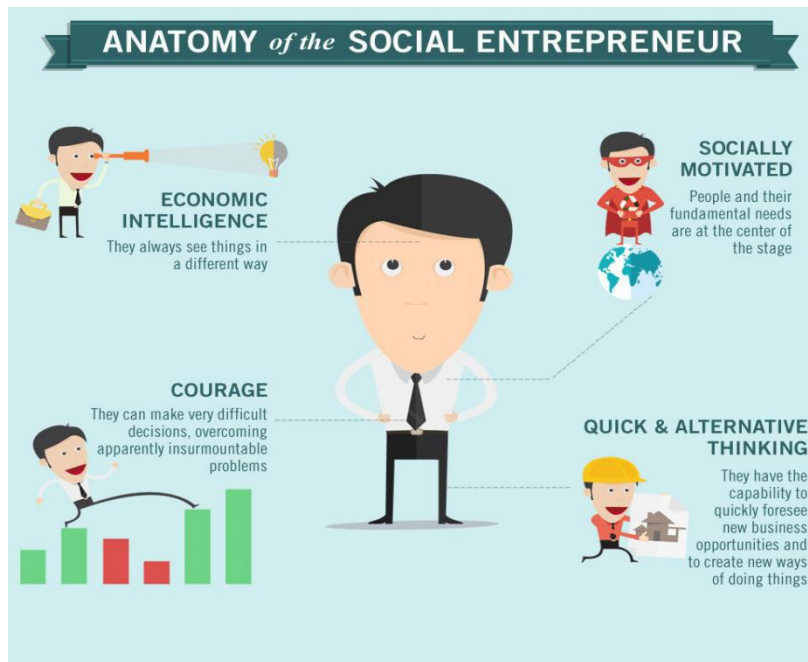
Figure : Anatomy of the social entrepreneur

2. Most Important Management Theories

There are many management theories floating around in the business world. Some are old and some are new.Some most important theories are given below:

2.1. Systems Theory

At its creation, Systems Theory (or The Systems Approach) had nothing to with business management and everything to do with biology. That's because Ludwig von Bertalanffy (1901-1972) — a biologist at the time — founded general systems theory (GST) in an attempt to refute reductionism and revive the unity of science.

The premise of general systems theory is that a system is composed of interacting elements that are affected by their environment. Because of this interaction, the system as a whole can evolve (develop new properties) and self-regulate (correct itself).

When applied to business, experts shorten "general systems theory" to just Systems Theory. In actual fact, Systems Theory is more a perspective than a fully formed practice. Systems Theory encourages you to realize that your business is a system and is governed by the same laws and behaviors that affect every other biological organization.

This introduces such concepts as:

- Entropy — The tendency for a system to run down and die (a thing to be avoided in business)
- Synergy — Working together, the parts can produce something greater than those same parts could produce on their own
- Subsystem — The whole (your business) is built on subsystems, which themselves are built on yet more subsystems

Because it is a way of looking at your business rather than a concrete management process, you can use Systems Theory in concert with the other management theories on this list[6].

2.2. Principles Of Administrative Management

Miner and engineer Henri Fayol (1841-1925) developed his principles of administrative management as a top-down approach to examining a business. He put himself in his manager's shoes and imagined what situations they might encounter when dealing with their team.

From this, he concluded that his managers — and indeed management in general — had six responsibilities when it came to managing employees:

1. Organize
2. Command
3. Control
4. Coordinate
5. Plan
6. Forecast

With those responsibilities in mind, Fayol developed 14 principles of administration that influence how managers should lead their teams. These principles, which range from the importance of maintaining a clean facility to the value of initiative and teamwork, are the foundation for many of today's most successful businesses.

2.3. Bureaucratic Management

Max Weber (1864-1920) took a more sociological approach when creating his bureaucratic management theory. Weber's ideas revolve around the importance of structuring your business in a hierarchical manner with clear rules and roles.

According to Weber, the ideal business structure (or bureaucratic system) is based on:

- Clear division of labor
- Separation of the owner's personal and organizational assets
- Hierarchical chain of command
- Accurate record keeping
- Hiring and promotion based on qualifications and performance, not personal relationships
- Consistent regulations

Many today see Bureaucratic Management as an impersonal style that can become overwhelmed by rules and formalities[7]. That said, it can be very useful for new businesses that are in need of standards, procedures, and structure.

2.4. Scientific Management

Toward the end of the 19th century, Frederick Taylor (1856-1915) conducted controlled experiments to optimize his workers' productivity. The results of these experiments helped him form the belief that the scientific method — not judgment or discretion — is the best determiner of efficiency in the workplace.

Scientific Management promotes standardization, specialization, assignment based on ability, and extensive training and supervision. Only through those practices can a business achieve efficiency and productivity. This management theory attempts to

find the optimal way to complete a given task, often at the expense of the employees' humanity.

The theory as a whole isn't used much anymore, but parts of it — workplace efficiency, training, and cooperation — are the foundation of some of the most successful businesses on the planet.

2.5. Human Relations Theory

In the first quarter of the 20th century, psychologist Elton Mayo (1880-1949) was tasked with improving productivity among dissatisfied employees. Mayo attempted to improve worker satisfaction by changing environmental conditions like lighting, temperature, and break time[8]. All of those changes had a positive effect.

Mayo then tried changing variables that he perceived would have a negative effect on satisfaction, like the length of the workday and quotas (he increased both). What he observed was that regardless of the change — good or bad — worker satisfaction always increased.

This led Mayo to conclude that performance was a result of the attention the researchers paid to the workers. In other words, the attention made the workers feel valuable.

These findings gave rise to Mayo's Human Relations Theory, in which he states that employees are more motivated by social factors — like personal attention or being part of a group — than environmental factors, such as money and working conditions.

2.6. Classical Management

Classical Management Theory is predicated on the idea that employees only have physical needs. Because employees can satisfy these physical needs with money, Classical Management Theory focuses solely on the economics of organizing workers.

Due to this narrow view of the workforce, Classical Management Theory ignores the personal and social needs that influence employees' job satisfaction. As a result, Classical Management Theory advocates seven key principles:

1. Profit maximization
2. Labor specialization
3. Centralized leadership
4. Streamlined operations
5. Emphasis on productivity
6. Single-person or select-few decision making
7. Priority to the bottom line

When these seven principles are put into practice, they create an "ideal" workplace based on a hierarchical structure, employee specialization, and financial rewards.

Control of the business is held by a select few who exercise exclusive control over the decisions and direction the company takes. Underneath those select few, middle managers govern the day-to-day activities of the employees who are at the bottom of the pecking order[9].

And all of this revolves around the idea that employees will work harder and be more productive if they are rewarded in larger and larger increments (via wages or benefits).

While this may not sound like an "ideal" management theory by today's standards, it worked well for many years prior to the early 20th century. And even though the system isn't applied lock-stock-and-barrel as it once was, there are several strong points that managers can use in the 21st century. They include:

- Clear managerial structure
- Division of labor
- Clear definition of employee roles

These three principles, combined with other management theories on this list, can improve the way your employees — and your business — works in this modern age.

2.7. Modern Management

Modern Management Theory developed as a direct response to Classical Management Theory. Modern-day businesses are faced with navigating rapid change and complexities that seem to grow exponentially overnight. Technology is both the cause of and the solution for this dilemma.

As such, businesses that incorporate the Modern Management Theory into their operations seek to meld technology and, to some extent, mathematical analysis with the human and traditional elements of their organization.

This combination of scientific and social variables creates a dual-pronged approach to management, organization, and decision-making. Modern Management Theory emphasizes:

- Using mathematical techniques to analyze and understand the relationship between managers and employees.
- That employees don't work for money alone (in contrast to Classical Management Theory). Instead, they work for happiness, satisfaction, and a desired lifestyle.

Modern Management Theory embraces the idea that people are complex. Their needs vary over time, and they possess a range of talents and skills that the business can develop through on-the-job training and other programs.

At the same time, management can use mathematical techniques such as statistical, cost, revenue, and return-on-investment (ROI) analysis to make rational decisions unaffected by emotion.

Though Modern Management Theory isn't perfect by itself, it does, like Classical Management Theory, offer some useful points that you can combine with other theories to create a structure that is just right for your business.

2.8. Quantitative Management

Quantitative Management Theory is an offshoot of Modern Management Theory developed during World War II in response to managerial efficiency.

Quantitative Management Theory brought together experts from scientific disciplines to address staffing, materials, logistics, and systems issues for the U.S. military. The clear-cut, numbers-oriented approach to management (which applies to business as

well) helped decision makers calculate the risks, benefits, and drawbacks of specific actions.

This shift toward pure logic, science, and math is tempered by the belief that these mathematical results should be used to support, not replace, experienced managerial judgment.

2.9. Organizations As Learning Systems

Organizations As Learning Systems Management Theory is fairly new when compared to many of the other theories on this list. Organizations As Learning Systems Management Theory — sometimes called Integral or Holistic Management Theory — developed as a postmodern response to many of the older management theories that are still in use today.

It starts with the idea that the business is a system that is built on a succession of subsystems. In order for the business to run smoothly and efficiently, each subsystem must also work smoothly and efficiently within itself, but also with the other subsystems around it[10].

In this theory, managers are responsible for coordinating the cooperation necessary to ensure the larger "organism" continues to function successfully.

Learning and change are major components of this theory, and learning is encouraged and made available to everyone — not just middle and upper-management. The emphasis in this theory is on teamwork, participation, information sharing, and individual empowerment.

3. Analyze

At present world have a different kind of analysis. Business analysis, data analysis, project analysis, etc. If I need to say something related to management then it must be related to business analytic s.

Business analysis is a research discipline of identifying business needs and determining solutions to business problems. Solutions often include a software-systems development component, but may also consist of process improvement, organizational change or strategic planning and policy development. The person who carries out this task is called a business analyst or BA.

Business analysts do not work solely on developing software systems. But work across the organization, solving business problems in consultation with business stakeholders. Whilst most of the work that business analysts do today relate to software development/solutions, this derives from the ongoing massive changes businesses all over the world are experiencing in their attempts to digitize.

Figure 2. Diagram of analysis

Although there are different role definitions, depending upon the organization, there does seem to be an area of common ground where most business analysts work. The responsibilities appear to be:

- To investigate business systems, taking a holistic view of the situation. This may include examining elements of the organization structures and staff development issues as well as current processes and IT systems.
- To evaluate actions to improve the operation of a business system. Again, this may require an examination of organizational structure and staff development needs, to ensure that they are in line with any proposed process redesign and IT system development.
- To document the business requirements for the IT system support using appropriate documentation standards[11].

4. Management Environment Problems & Solution

It doesn't matter how talented you are, if you can't manage your projects, then you will struggle to achieve success. Poor management skills carry long-lasting effects and may infect an entire organization. The results of toxic, misguided leadership reach far and wide.

4.1. Avoiding Recognition

Problem: When employees are not recognized for their accomplishments or are only criticized for their shortcomings, they don't feel valued and work in a state of fear of making a mistake. This is a common problem. A September 2015 study from Achievers found that 57 percent of the 397 employees surveyed didn't feel recognized for their progress at work. When people aren't recognized, they aren't motivated.

Solution: Good management skills include the ability to communicate effectively. This ability isn't just about delegating. It also encompasses efforts to actively let employees know they are valued.

A 2015 survey from Michelle McQuaid and the VIA Institute on Character found that 71 percent of the 1,000 employees surveyed who said they believed their managers

could name their individual strengths also said they felt engaged and energized by their work.

There should be consistent, open communication, where employees receive constructive feedback. Managers should provide guidance to subordinates on improving weaknesses while also celebrating those employees' strengths and accomplishments[12].

4.2. Running Bad Meetings

Problem: Face it -- most meetings are major time sinks with little payoff. The disconnect exists between the manager's desire to stay in the loop and delegate tasks, and the employee's disinterest in attending.

Meetings are often viewed as a hassle for the staff, who usually have to stop their projects to focus instead on pulling reports, summarizing projects and presenting new ideas or sharing opinions. These distractions scatter their focus, killing their productivity and morale.

Solution: Staying organized is one of the top management skills needed to run a successful company. Good management means identifying which employees must attend and which ones can stay with their current tasks

For example, don't pull in a whole department to discuss a project run by a handful of specialists. Those who aren't directly involved will most likely stare off into space, tap their feet and feel anxious about getting back to their workload.

Send out agendas so the meeting can stay on track. If all employees are briefed with a schedule, they'll be better prepared and have a process to follow. When topics go off off on a tangent, use the agenda to bring everyone back to the goal and purpose of the meeting.

End the meeting by asking for feedback. Give employees a voice so they can offer advice on how to improve the efficiency of meetings.

4.3. Instilling Fear

Problem: Bad managers threaten an employee's job security. When employees sense an imminent layoff, gossip spreads through the office. Scared workers will even use company time to look for a new job. Even if they don't, their morale will be reduced, and they'll stop trusting and respecting the management team.

Managers who instill fear tend to assign blame, withhold information and answer questions in vague, noncommittal ways. They refrain from showing compassion and creating a persona that appears unapproachable. They also thrive on being unpredictable; and that has an effect, because when employees are uncertain, they are fearful.

Solution: Create an environment centered on trust and honesty. Employees should not carry around substantial stress caused by wondering if each day is their last.

Exercise transparency by openly sharing pertinent company information. Instead of blaming others, take responsibility while turning failures into opportunities for growth. The worst thing managers can do is create a negative environment.

4.4. Creating a Negative Environments

Problem: When managers commit the aforementioned no-nos, they create a negative working environment. If employees suffer from anxiety and stress, they are simply not going to work well. Aspects of a bad workplace include inconsistent policies, favoritism and a lack of managerial presence.

Solution: Keep policies consistent, treat everyone fairly and be "present." Jump into the trenches with your employees, regardless of their level. When managers are present, they show that they view employees as equals. Ruling from an ivory tower feels isolating and elitist.

Finally, ensure that employees feel comfortable discussing their compensation and other work-related issues they aren't satisfied with. A transparent culture encourages teamwork, and establishes a mutual respect and trust among all organizational levels[13].

5. Planning Problems and Solution

When people think to do something first they make a plan. Sometimes bad planning can make a bad impact on a company or in any other field like defense, school, college, etc. Event planning is one of the hardest work. If the planner fails to make a good plan his company will suffer for it. In the below, I'm going to discuss about some event planning problems and it's the solution.

5.1. Overspending or Not Having Enough Money

Getting into the black hole of poorly crafted event fund is not something new. I am certain that every event planner has faced this problem at some or the other time.

The idea of 'plan and spend as you go' is what most of the event planners are incorporating and hence, they wind up either spending more then the actual budget. Or sometimes it is too late to realize what mistake they have made. And hence, framing an event budget and deciding where and how to spend your event funds as soon as the planning inception is recommended. Do your research regarding your event supplies, create a spreadsheet of estimated costs and sit with the team to finalize your budget.

5.2. Not Considering Little Things

And by little things, I mean those last minutes tasks and details that fall in-between at the end moment. Though, when you fail to do them, they hit really hard.

For instance, forgetting to take the specific technical equipment that you'd need or changing the seating arrangement.

Therefore, it would be appreciated if you form a team. The benefit of having a great team is that you'll not have to remember every single detail and do every little task by yourself. Assign tasks to your team and follow up with them every week to know how things are falling. This is a productive way to get things done without letting them fall into the cracks at the last moment.

5.3. Choosing the Venue

Selecting the perfect venue which suits your event is arguably one of the most important things in event planning. An event venue sets the theme for the event and

many other subsequent details like whether you'll need decor or transportation and such things. It is recommended to choose a venue which fits to your event and adds a lot of value too. Value can be anything of importance which is being facilitated with the venue like projectors, free Wi-Fi or other tech products. Choosing a venue which adds value to your event will drastically bring down your event planning time and spending.

5.4. Uncooperative Weather

Uncooperative weather is an instant epidemic which can totally break your event within a few seconds. And hence, preparing yourself with the backup supplies is recommended.

Figure 3. Demo of a rainy weather

You might not be able to face snowstorm or extreme heat wave but you can surely tackle rain showers, light snowfall or moderate heat with a little homework and having extra supplies on hand.

For example, prepare yourself with umbrellas and ponchos in case rain is in the forecast. Or may be you can stock up juices, water bottles and sunglasses. Your attendees will surely appreciate your forward thinking.

5.5. Running Out of Time

I remember an event planner friend who always used to think that he had enough time to pull off his next event. And he always ended up thinking why didn't he start planning sooner? Are you also like my friend?

Therefore it is advisable to plan as soon as possible by outlining your short term vs. long term goals.

Figure 4. Demo of a clock which represent time

Depending upon the complexity of your goals, figure out a specific time to touch base your progress on the calendar. Here is a sample timeline for you to incorporate.

- 1 Year From Event — Define goals, event schedule, external schedules, define budget
- 8 Months From Event — Make sure venue, speakers, topics are defined and revisit goals
- 6 Months From Event — Revisit budget, refine messaging and purpose, reconfirm with all participants
- 4 Months From Event — Finalize invitation strategy (mail, online, calls, other outreach)
- 2 Months From Event — Begin invitations and external messaging as appropriate
- 1 Month From Event — Confirm attendee list, continue outreach as necessary. I coming weeks send "reminder" to guests make sure they know the purpose of your event and all pertinent information.
- 1 Week Post Event — Meet with organizing time to discuss success / failures of event and if goals were met. Document all and develop success plan for next time. Begin any outreach follow up needed.

5.6. Too Many People

If you've got a larger than expected crowd, well your marketing tactics did wonders!

Congratulations! *applause*

While a large crowd is what every planner dreams of but having them at the same place would require some kind of crowd control and hence it is important to understand the dangers of it. Be ready with adaptive strategies that can keep a large crowd organized with proper signage in the entire event venue.

Also, keep a track of how many people are planning to attend your event through the discussions, engagement and panels through the event app. Figuring out these things will not only create a stress-free environment but will also rise the level of trust among your attendees regarding your planning skills!

6. Organizational problems and solutions

No organization is perfect. As the organization gets more diversified, more and more organizational problems may arise. These problems can be on employee, team, or organization-wide issues.Organizations are works in progress. It needs constant assessment and development. Reviewing the processes, diagnosing problems, and proposing interventions for effectiveness are relevant for an organization to run smoothly and successfully[14].

 I list down some of the most common organizational problems and solutions!

6.1. Lack or Vague Directions

Imagine traveling to a destination you don't know or traveling to a destination that you aren't given any directions on how to go there. Or, you're given directions on how to go there but they are vague or aren't complete. Isn't it frustrating?

Now, imagine an organization doing the same. There is no goal, or there are no instructions on how to reach that goal. It can also be that the leaders only gave the goal and some responsibilities, but other than that, the employees are left alone. What do you think will happen to the organization?

The lack of or having vague directions of an organization is one of the most common organizational problems. When there is no clear direction that an organization is going, then the employees are left scattered. Their talents are wasted on things that don't help the company. Having a common goal will prevent your company from deviating its path. The goal needs to be communicated clearly to each member of the organization for the organization's long-term sustainability and growth.

6.2. Poor Communication and Feedback

Communication is an essential element in effective collaboration. This means that communication, whether it be oral, written, or body language, should be effective and efficient. It also has to be able to flow from every side. At the same time, feedback is also important. Feedback will help members of the organization be more motivated and work more effectively.

Just keep in mind that feedback is as important as communication. Shouting and yelling at your subordinates for their mistakes, or "making an example" of them to other people is not good feedback. When giving feedback, no matter how unsatisfactory the results are, give it constructively so that the recipient knows that what you're saying is ultimately for their own good.

6.3. Ineffective Teams

There are numerous reasons why teams fail. It's truly hard to blend multiple personalities into cohesive and unified teams. Making a diverse set of people work together will always come with conflicts. And while this is difficult, it's not impossible. Various tools and assessments have been developed over time to know a person's personality and behaviors that can help with team development and management. At the same time, enforce the teams in your organization with a clear purpose and encourage open communication to help the members collaborate successfully.

6.4. Lack of Awareness

For an organization to run smoothly, there are certainly a lot of things that need to monitor and look into. But, each person in the organization has their own workload. Because of that, coping with the demands of the job means setting aside some things. As a result, communication and direction suffer, and leaders can't see the big picture to actually notice if something is going wrong. How will you be able to solve organizational problems if you aren't even aware of it?

As much as possible, set aside time to be able to review processes, strategies, practices, etc. Talk to the members of your team/organization and ask them for feedback on how the current company practices work on their duties and responsibilities.

7. Leading Problems and Solutions

With as many problems as we are all faced with in our work and life, it seems as if there is never enough time to solve each one without dealing with some adversity along the way. Problems keep mounting so fast that we find ourselves taking short-cuts to temporarily alleviate the tension points – so we can move onto the next problem. In the process, we fail to solve the core of each problem we are dealt; thus we continuously get caught in the trap of a never-ending cycle that makes it difficult to find any real resolutions. Problem solving is the essence of what leaders exist to do. As leaders, the goal is to minimize the occurrence of problems – which means we must be courageous enough to tackle them head-on before circumstances force our hand. We must be resilient in our quest to create and sustain momentum for the organization and people we serve. But the reality of the workplace finds us dealing with people that complicate matters with their corporate politicking, self-promotion, power-plays and ploys, and envy. Silos, lack of budgets and resources, and many other random acts or circumstances also make it harder for people to be productive.

Competitors equally create problems for us when they unexpectedly convert a long-standing client, establish a new industry relationship, or launch a new product, brand or corporate strategy. Mergers & acquisitions keep us on our toes and further distract us from solving existing problems by creating new ones. As Karl Popper, one of the most influential 20th century philosophers of science, once eloquently stated, "All life is problem solving." I've often contended that the best leaders are the best problem solvers. They have the patience to step back and see the problem at-hand through broadened observation; circular vision. They see around, beneath and beyond the problem itself. They see well-beyond the obvious. The most effective leaders approach problems through a lens of opportunity[15].

Leaders who lack this wisdom approach problems with linear vision – thus only seeing the problem that lies directly in front of them and blocking the possibilities that lie within the problem. As such, they never see the totality of what the problem represents; that it can actually serve as an enabler to improve existing best practices, protocols and standard operating procedures for growing and competing in the marketplace. They never realize that, in the end, all problems are the same – just packaged differently.

A leader must never view a problem as a distraction, but rather as a strategic enabler for continuous improvement and opportunities previously unseen.

7.1. Transparent Communication

Problem solving requires transparent communication where everyone's concerns and points of view are freely expressed. I've seen one too many times how difficult it is to get to the root of the matter in a timely manner when people do not speak-up.

Yes, communication is a fundamental necessity. That is why when those involved in the problem would rather not express themselves – fearing they may threaten their job and/or expose their own or someone else wrong-doing – the problem solving process becomes a treasure hunt. Effective communication towards problem solving happens because of a leader's ability to facilitate an open dialogue between people who trust her intentions and feel that they are in a safe environment to share why they believe the problem happened as well as specific solutions.

Once all voices have been heard and all points of view accounted for, the leader (with her team) can collectively map-out a path toward a viable and sustainable solution. As fundamental as communication may sound, don't ever assume that people are comfortable sharing what they really think. This is where a leader must trust herself and her intuition enough to challenge the team until accountability can be fairly enforced and a solution can been reached.

7.2. Break Down Silos

Transparent communication requires you to break down silos and enable a boundary-less organization whose culture is focused on the betterment of a healthier whole. Unnecessary silos invite hidden agendas rather than welcome efficient cross-functional collaboration and problem solving.

Organizational silos are the root cause of most workplace problems and are why many of them never get resolved. This is why today's new workplace must embrace an entrepreneurial spirit where employees can freely navigate and cross-collaborate to connect the problem solving dots; where everyone can be a passionate explorer who knows their own workplace dot and its intersections. When you know your workplace dot, you have a much greater sense of your sphere of influence. This is almost impossible to gauge when you operate in silos that potentially keep you from having any influence at all.

In a workplace where silos exist, problem solving is more difficult because you are more likely dealing with self-promoters – rather than team players fostered by a cross functional environment.. When you operate in a soiled environment where everyone wants to be a star, it becomes increasingly difficult to help make anything or anyone better. This is when problem solving becomes a discouraging task[16].

Breaking down silos allows a leader to more easily engage their employees to get their hands dirty and solve problems together. It becomes less about corporate politicking and more about finding resolutions and making the organization stronger.

7.3. Open-minded People

Breaking down silos and communication barriers requires people to be open-minded. In the end, problem solving is about people working together to make the organization and the people it serves better. Therefore, if you are stuck working with people that are closed-minded, effective problem solving becomes a long and winding road of misery.

There are many people in the workplace that enjoy creating unnecessary chaos so that their inefficiencies are never exposed. These are the types of people (loafers and leeches) that make it difficult for problems to get solved because they slow the process down while trying to make themselves look more important. Discover the lifters and high-potential leaders within the organization and you will see examples of the benefits of being open-minded and how this eventually leads to more innovation and initiative.

8. Controlling

Controlling involves ensuring that performance does not deviate from standards. Controlling consists of three steps, which include (1) establishing performance standards, (2) comparing actual performance against standards, and (3) taking corrective action when necessary. Performance standards are often stated in monetary terms such as revenue, costs, or profits but may also be stated in other terms, such as units produced, number of defective products, or levels of quality or customer service.

The measurement of performance can be done in several ways, depending on the performance standards, including financial statements, sales reports, production results, customer satisfaction, and formal performance appraisals. Managers at all levels engage in the managerial function of controlling to some degree.

The managerial function of controlling should not be confused with control in the behavioral or manipulative sense. This function does not imply that managers should attempt to control or to manipulate the personalities, values, attitudes, or emotions of their subordinates. Instead, this function of management concerns the manager's role in taking necessary actions to ensure that the work-related activities of subordinates are consistent with and contributing toward the accomplishment of organizational and departmental objectives[17].

Effective controlling requires the existence of plans, since planning provides the necessary performance standards or objectives. Controlling also requires a clear understanding of where responsibility for deviations from standards lies. Two traditional control techniques are budget and performance audits. An audit involves an examination and verification of records and supporting documents. A budget audit provides information about where the organization is with respect to what was planned or budgeted for, whereas a performance audit might try to determine whether the figures reported are a reflection of actual performance. Although controlling is often thought of in terms of financial criteria, managers must also control production and operations processes, procedures for delivery of services, compliance with company policies, and many other activities within the organization.

The management functions of planning, organizing, leading, and controlling are widely considered to be the best means of describing the manager's job, as well as the best way to classify accumulated knowledge about the study of management. Although there have been tremendous changes in the environment faced by managers and the tools used by managers to perform their roles, managers still perform these essential functions.

9. Companies Problems and It's Solutions in My Opinion

There are several company's in the world. Every company's face different kinds of problems in different time. In this part I'm going to discuss about some company's problem that I heard. I will also discuss about those problems solution in my opinion.

9.1. Coffee Shop

I know a coffee shop in my home country Bangladesh. The coffee shop name is Florence coffee shop. The coffee shop have several branches in Bangladesh. Once they faced a problem. The problem was avoiding recognition. Employees of Florence coffee shop are not recognized for their accomplishments or are only criticized for their shortcomings, they don't feel valued and work in a state of fear of making a mistake.

In my opinion this problem can be solve by good management skills include the ability to communicate effectively. This ability isn't just delegating. It also encompasses efforts to actively let employees know they are valued. There should be consistent, open communication, where employees receive constructive feedback. Managers should provide guidance to subordinates on improving weakness while also celebrating those employees' strengths and accomplishments.

I also know another coffee shop in capital city of Bangladesh. In that coffee shop a bad managers threaten an employee's job security. When employees sense an imminent layoff, gossip spreads through the office. Scared workers will even use company time to look for a new job. For this problem I think the company higher authority should create an environment centered on trust and honesty. Employees should not carry around substantial stress caused by wondering if each day is their last.

9.2. Supper Shop

Near my home there was a supper shop and after one year of business they failed to continue their business and they closed it and the reason was negative environments. The managers commit the aforementioned no-nos, they create a negative working environment. If employees suffer from anxiety and stress, they are simply not going to work well. Aspects of a bad working place include inconsistent policies, favoritism and a lack of managerial presence.

I think they could have saved their business if they had keep policies consistent, treat everyone fairly and be present. A transparent culture encourages teamwork, and establishes a mutual respect and trust among all organizational levels.

9.3. Bkash Pharmacy

In India had a big pharmacy company named Bkash. But know you will not heard so much like past about this company. In 2016 this company started a research project and their research team target was to innovate cancer drugs. So after two years of work they faced a problem and the problem was the authority had not enough money to continue this project. The company lost a huge amount of money for this project and failed to continue this project a long time for their less budget. Now this company condition is not good and it took a big amount of loan from bank to continue their company.

In my opinion this company did some mistake. Before start a project you need to think about money. Specially drugs related research project need huge amount of money to continue. But they didn't think about it before starting the project to innovate cancer drugs. After two years later they faced money problem. In my opinion before starting this kind of project you need to make sure that you have enough money and good quality of researchers or your company will face a big problem in future.

9.4. Food Panda

In local district there is a online food deliver company named food panda. It is famous for their foods quality and price rate. But this have time management problem. Most of the time their workers fail to deliver food in time. Only for this reason this company loose 1 million dollar in a year. It's a huge amount of money. Still now the company authority failed to solve this problem.

In my opinion this company can solve this problem by taking some steps. The company management time can buy some bike for the delivery man's. By using this transport system they can easily deliver foods to their customers house or flat. Company also can hire some more employee for extra support. Because sometimes lots of people give foods order in a same time and it's impossible to give food delivery in time with a sort man power. So it's a very effective solution for them.

9.5. RFC Software Company

India have several big software company and all of those company make different kind of software for different kinds of company and organization and earn a huge amount of money. Once a software company named RFC faced a problem. In this company that time had total 4,500 employees. But between most of the company employees had very poor communications and feedback. Communication is an essential element in effective collaboration. This means that communication, weather it be oral , written, or body language, should be effective and efficient. But this company had a bad communication system. Only for this problem they faced several problem and failed to success in many important project.

To solve this kind of issues manager play a important role. He need to arrange a meeting or picnic with employees and need to talk with them about their works, problems and demands. So when a manager ask to employees directly about their problems, demands the employees will easily believe their managers and it helps to build a good communications. The manager also need to keep in mind that feedback is an important as communication. Shouting and yelling at subordinates for their mistakes, or making an example of them to other people is not good feedback. When giving feedback, no matter how unsatisfactory the results are, give it constructively so that the recipient knows that what managers saying is ultimately for their own good.

9.6. Congo Garments Company Ltd

I heard about this company in a newspaper last year. That time this company was faceting a problem. The manager of this company loose this control from his company employees because of many reason. All of the employees stopped to do their word and called a strike. From two months the company employee didn't receive any money from company account office because according to their work the salary was not enough. Even company work time facilities was not good.

To solve this problem ,In my opinion company manager can take some steps. He can talk to the company owner to increase the employees salary and can improve work facilities. When the owner of this will increase the salary and facilities of the company for workers, all of them will start to work with new speed. It will surely increase company income and reputation.

Conclusion

Plan on what should be done, how to deal with the problems, consider about the risk and communicate with the employees in order to achieve the goals. Through experience plus with their readily knowledge, managers can acquired the unlearned skills of system thinking to help to do things right, neglect the unnecessary details and make the best use of time and resources in business deals. Managers are also challenged to get rid of the short term mentality especially in planning. Most of the time, managers are afraid for long term commitment which leads to short term fatality. They are more concern on the end results and achieving goals rather than the process which failed them to look at the broader picture of the organization pathway. Employees on the other hand react towards what their managers did. This is because employees tend to get d-motivated when they have done in extra but are not being appreciated by their managers. Therefore, managers will have to acquire strategic planning skills in order to have a broader perspective of the organization as a whole. The organization also needs to have long term goals with the support of various short term goals to allow greater commitment with immediate results.

We've asserted that people, organizations, management, and leadership are all important to capability. People are the most important element of capability, as without people there are no processes and there is no technology. The effective organization of your people will either get you to where you need to be faster or hinder your efforts in producing calculable systems. Management and leadership are the push and pull, respectively, in the whole operation. Leadership serves to inspire people to greater accomplishments, and management exists to motivate them to the objective.

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